

Minutes - Board of Directors

Version:	Approved	
Issue Date:	10 th October 2018	
Meeting Date:	17 th July 2018	
Location:	CLF Board Room, CLF Institute	
Time:	4.00pm	
Chair:	Jane Harrington (JH)	Chair
Members:	Anthony Cherry (ACH)	Director
	Nicky McAllister (NM)	Director
	William Liew (WL)	Director
	Pete Franklin (PF)	Director
	Iwan James (IJ)	Director
	Airlie Fife (AFi)	Director
	Adrian Coleman (ACO)	Director
Attendees:	Steve Taylor (ST)	CEO
	Dan Nicholls (DN)	Executive Director of Education
	Susie Weaver (SW)	Executive Principal
	Ian Payne (IP)	HR Director
	Bryony Green (BG)	Director of Corporate Services
	Sarah Lovell (SL)	Finance Director
	Sally Apps (SA)	Executive Principal
	Andy Ling (Al)	Head of IT
	Wendy Hellin (WH)	Clerk
Apologies:	Mandy Milsom (MM)	Executive Principal
	Peter Price (PP)	Member
	Su Coombes (SC)	Director
	Guy Keith-Miller (GKM)	Director
	Ron Ritchie (RR)	Director
	Alison Fletcher (AFL)	Director of CLF Institute

Minutes

Item	Description	Action
1	Introductions, Administration, Apologies	
1.1	JH welcomed everyone to the meeting and introductions were made.	
2	Declaration of Interest	
2.1	No declarations were made.	
3	Hérons' Moor	
3.1	<p>A paper regarding Herons' Moor is available at Flag A. SL provided the following background information regarding Herons' Moor:</p> <ul style="list-style-type: none"> The CLF 'Heart' vision- any growth opportunity or venture that is explored is always considered in terms of this purpose. Due diligence is just one part of the decision making process and the cultural and organisational fit are just as important. The Executive Team feels that both Herons' Moor and Bristol Futures Academy are a good fit for the CLF. 	

	<ul style="list-style-type: none"> Inspirational Futures Trust (which is sponsored by Weston College) chose to wind up the trust and re-broker 4 or its 5 academies to other MATs. Of those, 3 selected to meet with the federation as a potential new sponsor and following a process with the RSC and the Head Teacher's Board, were approved as a match for 2 of 3 - Herons Moor and Bristol Futures Academy. Since the end of May up until this point colleagues from the Executive Team have been completing due diligence on both academies. The process is about 95% complete with some low risk items still outstanding. Herons' Moor is a 2 form primary academy based in Weston Super Mare with a Good Ofsted rating given in 2016 with some good recent academic results from last week. Student and staff recruitment is strong. Herons' Moor is oversubscribed and easily fills its 60 places. During the due diligence process 85 areas were examined and only 1 of these is rated a 4 or 5 medium high to high risk which is based around the age of their ICT estate which requires some investment. The full due diligence detail is included in the appendix. A high level SWOT analysis has also been prepared that focuses on not just the areas of due diligence but also the opportunities and threats. <p>HM is a good school with good recent results. It is a strong recruiter and the risks identified can be mitigated given time and resource. Therefore, the CLF Executive Team recommend that Herons' Moor joins the CLF.</p>	
	Questions from the board	
3.2	The KS1 table at section 5 shows reading and maths as below national, but the variance at +3; should this be a minus figure?	
3.2.1	The figure should be -3.	
3.3	The HR/Finance section shows that a pay award was not given in 2015/16 and 2016/17. A 1% award was given in 2017/18. Are the current pay scales above or below those of the CLF?	
3.3.1	They are below the CLF pay scales so there will be a cost implication to increase them to be in line with federation staff.	
3.4	Would normal practice be to bring them into line?	
3.4.1	Yes the aim would be to align pay scales as quick as possible.	
3.5	Will you prepare some draft budgets on the basis of what that will look like?	
3.5.1	Yes we will do that.	
3.6	There appears to be some complexities with the lease and the shared lease agreement. Should this remain a risk rating of 4 until further information on that is available?	
3.6.1	We have reviewed the lease and shared use agreement and agree it is complex. We do have shared use agreements at other sites. The reason for the initial lower risk rating is that the current arrangements have been operating for 18 years based on that model. It appears sustainable and there is clarity in terms of people understanding their roles and responsibilities. A service charge is paid as well as a payment into a fund jointly run by a shared committee. One of the outstanding items is to see the accounts of that committee.	
3.7	The concern is that it is not until there is a problem, such as a roof needing repair, that these arrangements are tested. The risk should be a 4 until further information is received. SL will amend the rating.	SL

3.8	The document indicates IT needs to be replaced. Have future yearly costs for IT been factored in?	
3.8.1	There are 14 classroom computers that need to be refreshed in a timely manner. The student facing devices will need to be refreshed as soon as possible; the small computer suites can be upgraded thereafter. For the costing refresh we would look to update the inventory and produce a five year forward view based on age and device type and forecast the budget to maintain the provision as it stands.	
3.8.2	It is unlikely we will get funding for this, so we will look to fund this from either Herons' Moor reserves or can choose to put more in the budget for next year. The alternative is to approach IFT to indicate this area has been underfunded and to support us with the refresh.	
3.9	You have identified some potential staff development. How quickly can an internal review be carried out to identify the support you may need to offer?	
3.9.1	There have already been a few opportunities to talk about the staff profile and the teaching and learning profile. We have met with the school improvement person, alongside the Head, and their perspective is that two members of staff have improved their practice. We need to investigate that further to identify if further support is required. The teaching team is very engaged and want to work with us. There is some strong teaching and learning.	
3.10	Can you provide further information about the leadership team as there is an indication in the report that it may not be effective in September?	
3.10.1	The only significant risk to the leadership team is that the current Deputy is non-classed based. The post holder has been off work but it is anticipated that they will return shortly.	
3.11	The report shows a budget deficit for 2019/20. This is a good school, with good intake. There have not been pay awards for two years and IT has not been refreshed. What is it that is causing the deficit?	
3.11.1	There has been varying support for Herons' Moor under IFT. The trust has used its college model of financing and there is a lot of focus around college KPIs. Benchmarking shows they are a little staff heavy, especially for non-teaching staff. They also spend money in a lot of non-pay areas that we would not do as a trust. The spend needs to be re-prioritised. The budget will be based on a core staffing model appropriate to a 2 form entry provision. Student numbers are strong so the school has the maximum income available to them.	
3.12	What are the benefits for the federation of this school joining the North Somerset cluster?	
3.12.1	It will mean the federation has an additional school in North Somerset which in turn creates more capacity, more expertise and resource. The Head has been in post for 18 years and has a strong network across the county. It also means another school joins the federation that is judged as good.	
3.13	Are you confident that the school has the space it needs on the site?	
3.13.1	Yes, the shared use agreement appears to work well and provides the school access to more spaces than it would otherwise have. There is good access to outside space and a playing field. The arrangement is not dis-similar to the shared use that Bristol Metropolitan Academy has with the special school.	
3.14	There have not been pay awards. How have staff reacted to this locally?	
3.14.1	We have not specifically asked that question. However, staff are very comfortable at the school and no negative perceptions have been identified.	

	End of Questions	
3.15	SL recommended that the board approved the proposal that Herons' Moor join the CLF. <i>The board approved the proposal.</i>	
4	Bristol Futures Academy	
4.1	SL provided background information about Bristol Futures Academy.	
4.2	<p>Bristol Futures Academy (BFA) is an alternative provision that opened in September 2016 serving the wider East Central Bristol area. The provision supports 14-16 year olds and focuses on 4 pathways:</p> <p>Pathway A: Outreach Pathways B & C: In-reach via fixed term placements Pathway D: Permanent placements (25 in first year, rising to 100 by 2019/20)</p> <p>Places at BFA are commissioned through Bristol City Council and the Bristol Inclusion Panel. Fixed term placements are also requested directly by schools. BFA is yet to be inspected by Ofsted, nor does it yet have any published outcomes of end-of key-stage exams.</p>	
4.3	ST reported that a much longer term enthusiasm has been held for some time for this type of provision, under the notion of Snowdon Village. There is a shortfall in the opportunities for vulnerable young people in East Bristol, and these young people are not having a good enough experience of education.	
4.4	The opportunity presented by BFA is not to consider one school in isolation but to begin to deliver the vision for Snowdon Village. The report presented does not seek to make any recommendations at this stage and is written to highlight the challenges this opportunity will present. The board is asked to approve the federation to enter into negotiations with the RSC's office. A paper will then be brought back to the board.	
4.5	The two main risk areas are identified as financial risk and educational risk and these are set out in the report provided.	
4.5.1	There are concerns around leadership and governance. With strong leadership a number of the concerns could be addressed fairly quickly. Another concern is around the commissioning of places. This lies in part with BCC and uses the Bristol Inclusion Panel as a method of ensuring children get a place. The risk is that there are two other departments able to secure places for SEND and LAC children. This is complicated. The final decision about which students get a place needs to lie with the Principal of the provision who will best be able to assess if a child's specific needs can be met.	
4.5.2	There are some safeguarding concerns, both historic, and current in terms of the culture of the school. There are issues with the security of the building and this is linked to leadership and the expectations of systems and processes in place.	
4.5.3	Year 11 has now left so there are very few pupils currently in the school. There is some evidence of good teaching but this needs following up as it is linked to leadership, monitoring, CPD and the expectations of the teachers and students.	
	Questions from the Board	
4.6	What is the timescale for this?	
4.6.1	Nothing is fixed. In terms of interim arrangements, the current interim Head will return to Learn@ this summer. The vast majority of governors have resigned. In the meantime Chris Hall will step in as Interim Principal. Brigid Allen has agreed to take	

	on the role of Interim Chair and will, as such, be stepping down from FVA. IFT are keen for things to progress quickly as are the DfE and we are in a strong negotiating position.	
4.7	We have discussed the moral purpose aspect and the federation's decisions in the past to take on schools with considerable challenges. Will this leave us with the capacity to taken on future schools, that might be ones we will really benefit from engaging with?	
4.7.1	BFA does fit with our strategy; the whole concept will allow us to improve the experience of children, and will provide further collaboration opportunities for Engage and The Nest.	
4.8	Should there be more caution about this direction of growth? If a group of underperforming schools are aggregated, this could lead to an underperforming MAT.	
4.8.1	If we secure a new URN or if Ofsted visit prior to transfer, we will have a marker which will provide us with some extra time to make improvement in the context of what regulators will expect. The size of the provision means that the potential for rapid improvement is swift; the current average class size is currently 5.	
4.9	The way places are commissioned is a concern. How is the provision funded?	
4.9.1	SA explained the funding formula. There is an initial funding of 50 places and for each student a further amount is taken from the home school's budget.	
4.10	There are concerns highlighted around the building itself, and that it is not the ideal site for an alternative provision. Is there an opportunity to relocate?	
4.10.1	It is rare to get a good building for alternative provision. Some of the concerns with the current building includes too many narrow stairwells and corridors. These present a safeguarding risk. However, it is not impossible to use it well and a number of the issues could be solved with improved leadership and clear expectations of the students. There are also under-utilised spaces elsewhere that may be able to be used, such as 2 large workshops at Engage.	
4.11	There are three financial risks identified, including the fluidity of the income. How long is the contract for funding for 50 places guaranteed?	
4.11.1	BCC will not commit further than one year. There is a real need for places and the capacity of the building is 100 students.	
4.12	What are the other 2 financial risk areas?	
4.12.1	The ability of BFA to manage their budget and the staffing structure.	
4.13	How will the Executive Team ensure it can give this opportunity the support it needs without adversely affecting what we do, or want to do over the next 2 years?	
4.13.1	We are expecting less inspections this year and at some point in the next year or two expect to have a number of outstanding schools, which will mean we have schools right across the range of grades 1 – 4, ensuring a balance. The Executive Education Team will be at full strength. Any further opportunities will be discussed with the board on a case by case basis.	
	End of Questions	
4.14	The CLF Executive Team advises the board that it intends to seek further assurances in dialogue with the RSC office and Bristol City Council to support the appropriate mitigation of the risks outlined above. It should then be possible to return to the	

	board with a further recommendation with regard to Bristol Futures Academy after the summer. <i>The board agreed to this proposal.</i>	
5	KS2 SATs Outcomes	
5.1	SW provided the headline primary outcomes.	
5.1.1	GLD has risen from 72% to 76% and is likely to be above national. The EYFS network is strong.	
5.1.2	Phonics is an area of strength. There is some challenge as the KS1 spelling requirements have changed significantly. The team understands the group at MPA that did not achieve phonics, and know what support needs to be provided to them for their re-check in year 2.	
5.1.3	There are real strengths at KS1 with some improvements across academies but also some variability. Year on year progress can be demonstrated. The federation have moderated work across the federation and lined up the curriculum, pedagogy and assessment.	
5.1.2	There are some fantastic improvement stories at KS2. A number of the new start up academies are now falling into the KS2 data set for the first time. There is a pattern of combined improving over time. Generally there are some very strong improvements in each academy in each area. The combined figure at MPA was surprising at 58%. The context for that is the scale: there are 19 children at FVA in year 6 and 90 at BPA.	
5.2	JH said it was positive to see that shift in the trajectory and the hard work that has gone on in every academy. JH thanked all colleagues on behalf of the board.	
5.3	Safeguarding policy	
5.2.1	At the last board meeting, the changes to the DfE document Keeping Children Safe in Education (KCSIE) were discussed, alongside the impact this would have on the CLF Safeguarding Policy. It is the intention of the federation to revise its Safeguarding Policy which is likely to reflect the BCC template which is currently being written.	
5.2.2	SW provided the board with a timeline of work carried out so far and the remaining actions required to ensure the federation is ready for the changes in KCSIE which come into effect on 3 rd September 2018. The revised Safeguarding Policy will be brought to board for approval at the meeting of 10 th October 2018.	
5.2.3	The board confirmed they were happy with this plan of action.	
6	Any Other Business	
6.1	ST provided information regarding a Section 106 opportunity to bid to open a new 2 form entry primary academy in Yatton, North Somerset. BG and SW are carrying out some preparatory work. The deadline for the bid is 10 th September 2018.	
6.2	<i>The board approved that the federation submit the bid.</i>	
8	End of Meeting	
8.1	The meeting closed at 17.35hrs.	