

# Minutes - Board of Directors

**Version:** Approved  
**Meeting Date:** Thursday 6<sup>th</sup> February 2020  
**Location:** CLF Board Room  
**Time:** 4.00pm

<b>Chair:</b>	Airlie Fife (AFI)	Interim Chair of the Board
<b>Members:</b>	Nicky McAllister (NM)	Director
	Su Coombes (SCO)	Director
	Bethan Owen (BON)	Director
	Debbie Attack (DA)	Director
	Suzanne Carrie (SCA)	Director
	Paul Olomolaiye (PO)	Director
	Guy Keith-Miller (GKM)	Director
	Anthony Cherry (ACH)	Director
	William Liew (WL)	Director
	Adrian Coleman (ACO)	Director
	Peter Price (PP)	Member
<b>Attendees:</b>	Steve Taylor (ST)	CEO
	Dan Nicholls (DN)	Executive Director of Education
	Sally Apps (SA)	Executive Principal
	Susie Weaver (SW)	Executive Principal
	Kate Richardson (KR)	Executive Principal
	Alison Fletcher (AFL)	Director of CLF Institute
	Ian Payne (IP)	HR Director
	Bryony Green (BG)	Director of Corporate Services
	Sarah Lovell (SL)	Finance Director
	Andrew Joyce (AJ)	Financial Controller
	Andy Ling (AL)	Head of ICT
	Wendy Hellin (WH)	Clerk
<b>Apologies:</b>	Nusrat Arshad (NA)	Director

## Minutes

Item	Description	Action
<b>1</b>	<b>Introductions, Administration, Apologies</b>	
1.1	Introductions were made. Apologies are recorded above.	
<b>2</b>	<b>Declarations of Interest/Member &amp; Director Declarations</b>	
2.1	No verbal declarations were made.	
<b>3</b>	<b>Minutes of Previous Meetings</b>	
3.1	Minutes of the meeting of 12 <sup>th</sup> December 2019 were approved.	
<b>4</b>	<b>Matters Arising</b>	
4.1	<i>5.1 DN will commission some research into the possible correlation between academies with high levels of non-specialist teaching and poor performance. DN</i>	

	<i>reported that the data has been sourced. The focus is particularly on Year 11. DN will include further information in the next 3 – 19 Education Report. This will follow at the next full board meeting.</i>	<b>DN</b>
4.2	<i>5.2 Directors are asked to contact Airlie Fife if they are interested in taking on the link Safeguarding Director role. No progress has been made on this item. AFI invited Directors to get in touch if they wished to discuss the role further. Su Coombes is now the Safeguarding link Director.</i>	
4.3	<i>5.4 Both global warming and the wellbeing of students is a strand across a number of reports. See item 5b.</i>	
4.4	<i>5.6 The E-safety policy will be brought to the February meeting. See item 7b.</i>	
4.5	<i>6.3.2 The board requested the publishing and sharing of the IDSR is raised as an agenda item at the next COAC meeting. This was discussed at the COAC meeting of January 2020.</i>	
4.6	<i>6.4.10 It was noted that improvements still need to be made, across the federation, in student attendance. This will be added to the Executive Scrutiny agenda. This was discussed at Executive Scrutiny in January 2020.</i>	
4.7	<i>8.1.15 The board asked that once the new HR system is in place, the employee relation case data is broken down in relation to protected characteristics. This will allow trends to be spotted. This will follow when data is available.</i>	<b>DN</b>
4.8	<i>11.3.1 It is proposed that the board delegate authority to one Director to sign the National Cyber Security Essentials Accreditation Submission. Directors are asked to contact AL if they are able to help with this. Suzanne Carrie has signed this document.</i>	
4.9	<i>11.5.2 Amendments to the E-Safety policy are being finalised. The policy will be brought to the February board briefing for approval. See item 7b.</i>	
<b>5</b>	<b>Strategic and Educational Updates</b>	
<b>5.1</b>	<b>a) CEO Update</b>	
5.1.1	The Executive Scrutiny meeting and Academy Scrutiny meeting have taken place; minutes will be shared in Teams	
5.1.2	<b>Snowdon View</b> - Members of the Executive Team have attended an interview for the free school application for Snowdon View. SA reported that it was a robust process. The CLF is considered a well-established trust that has successfully opened new schools before. The team were able to demonstrate strong experience of SEN in mainstream provision and of running successful alternative provision. The results of the interview will be known in March.	
5.1.3	<b>Tower Road</b> – Since the project was approved last summer an initial meeting with the department has taken place and was attended by ACH as well as Executive Team members. A more detailed community engagement plan has been developed and confirmation has been received that this has been approved. This means that all conditions of the project are now approved. An opening date has not yet been agreed. It may now be September 2022.	
5.1.4	<b>Uphill Primary School</b> – Following board approval in December, the application form was submitted by Uphill earlier in January. We have had confirmation from the DfE that it has been received and there will be a 2 – 6 week processing window. In the meantime the statutory obligation for consultation for the school to join the CLF will take place. Colleagues are working with the Head Teacher at Uphill to develop the paperwork and to fix a date for an open event for parents.	
5.1.5	<b>Potential new school</b> - ST reported that there had been a request from a school in North Somerset to join the trust. After careful consideration it was decided that this would not be pursued further.	

5.1.6	<b>Sharing best practice with other trusts</b> – Colleagues from the Executive Team have spent a day in Queen Street Group meetings with colleagues from similar MATs and two weeks ago a team went to visit the Creative Education Trust in the Midlands. Another visit to a further trust of similar size to CLF is planned.	
5.1.7	<b>Change and movement of teaching school.</b> AFL reported that there is to be a shift from individual teaching schools to having teaching school hubs. A test and learn pilot is underway for six such hubs. Hubs will be responsible for the school improvement offer for groups of 300 to 400 schools, with capacity across all age phases. They will work with maths hubs and other specialists and will co-ordinate the ITT offer. After the pilot there will be around 80 hubs across the country. These will be decided via a competitive procurement exercise in April. Organisations interested in leading a hub or being a delivery partner within a hub will be invited to put in a bid. There will be stringent criteria around schools that will be considered, including outcomes. The lead school will be provided with infrastructure funding and then school improvement funding as required.	
5.1.8	<b>Housing Infrastructure Bid (HIF) Bid</b> – There has been a successful HIF bid in North Somerset with a £30m school planned to be built in the area of Locking Parklands, adjacent to WHA. As this represents a risk for the viability of schools in Weston-super-Mare, including WHA, a meeting has been requested with the RSC and North Somerset Council to discuss other possibilities for the use of the funding, including an extension to the WHA site.	
5.1.9	<b>HR System</b> – The January payroll has been completed successfully on the new system. The success rate in terms of payroll accuracy was 98.5%. There are many other benefits of the system yet to be realised.	
5.1.10	<b>Big Agenda</b> – As well as the Raising Aspirations event, two ‘Big’ events have taken place this week: the Big Parliament and the Big Run.	
5.1.11	<b>Raising Aspirations</b> is in its 8 <sup>th</sup> year and is led by Susie Weaver. It took place at UWE over two days attended by over 2000 Year 9 students and was a huge success. The federation collaborated with the Bristol Works team and offered an element of additional provision for SEND students as well as welcoming students from beyond the trust. ACH attended the event and reported that there was an amazing atmosphere; he thanked the host of colleagues who support the event, including Rachel Friday and Jasmine Helm.	
5.1.12	<b>Big Parliament</b> – The Pupil Parliament gives a group of children commentary and voice on the federation’s strategic priorities. For the first meeting, the group of 19 children were nominated by adults in their school via a democratic process. Discussion topics included Heart values, the aim of the curriculum and self-agency. It is anticipated that the group will visit the Council chambers at least annually and will also meet termly in clusters.	
5.1.13	<b>Big Run</b> – There are now 92 colleagues signed up for the Bristol 10k on Sunday 3 <sup>rd</sup> May. This year’s fundraising is to support the Big Trip where 72 CLF students will go on a trip to Wales. In support of the event, there will also be a Big Run for pupils who will run 1k.	
5.1.14	<b>Big Bake</b> – BBA are holding a Big Bake on Friday 14 <sup>th</sup> February with ST judging the bakes. Directors are invited to attend.	
5.1.15	<b>Mental Health Agenda</b> – There has been a meeting for colleagues across the trust including SENCos and HR colleagues. A number of objectives have been agreed, such as having a mental health first aider for each academy. They will be the lead person for mental health in their academy and will have a clearly defined role which will be to signpost support for colleagues. There are already some pockets of excellent practice. The first mental health lead network will take place in June.	

5.1.16	<b>KS4 Data</b> – DN presented the KS4 validated data that was released today. The slides will be shared on Teams. Grades 9 to 5 for disadvantaged students has slipped to just below 25% which means the gap is not closing; the figure for non-disadvantaged students is around 50%. Performance of all trusts is available; the federation ranked 56 <sup>th</sup> of 102 MATs of those that qualify (which is that the trust must have at least 3 schools who have been in the trust at least 3 years). For LAP progress, the trust was 22 <sup>nd</sup> out of 102 MATs.	
<b>5.2</b>	<b>b) Environment</b>	
5.2.1	The report at Flag C provides a summary of activities and decisions related to the environmental agenda that together form the CLF’s current response to climate change. This information, collated by Steve Taylor and Bryony Green, is provided to Directors in response to questions raised in Board meetings.	
5.2.2	NM thanked the Executive Team for the paper and noted that it does show how the federation are responding to global warming. There are very good examples of good practice. NM felt that the board needs to be reassured that this agenda is being covered in three distinct ways: <ul style="list-style-type: none"> <li>• To ensure pupils are able to understand the facts;</li> <li>• That staff and students are empowered individuals and that collective actions contribute to meeting the 2030 zero carbon target;</li> <li>• That staff and students are equipped with the resilience and skills needed to deal with the reality and adapt to inevitable changes.</li> </ul> NM said that this issue needs to be a continuing strand for the board to follow and asked that the following questions be given further consideration by the federation: <ul style="list-style-type: none"> <li>• Is a CLF Policy needed for consistency across the federation?</li> <li>• Is the federation making the most of the partnership with UWE?</li> <li>• Did the federation send teachers to workshops through Curiosity Bristol?</li> <li>• Is the federation accessing all appropriate funding streams?</li> <li>• What is the next step for the federation?</li> </ul>	
5.2.3	PO confirmed that Jim Longhurst leads many initiatives at UWE and that the federation should explore if there were activities that could be shared.	
5.2.4	ACH noted that the strategy was clear but that there was no evidence of a plan in place to implement the strategy. It would also be beneficial if there was a statement of intent.	
5.2.5	SCO asked that within this agenda, safeguarding is continuously considered, particularly if students are welcoming external speakers, or supporting protests.	
5.2.6	ST reported that currently this is not part of the strategic plan. The information provided is in response to the question from the board; consideration will be given as to its inclusion in next year’s plan. Further consideration will be given to the questions raised and this will be an area that is revisited at future board meetings.	<b>ST</b>
<b>6</b>	<b>Governance</b>	
<b>6.1</b>	<b>CABTL</b>	
6.1.1	SL has circulated information to Directors ahead of the meeting. There are currently 3 Directors required and one in place. The board approved the appointment of Tony Cherry and Paul Olomolaiye to the vacant roles of Director of CABTL.	
<b>7</b>	<b>Other Operational Issues</b>	
<b>7.1</b>	<b>Admissions Policies</b>	
7.1.1	In October the board were provided with a list of policies that the federation is consulting on. In the case of JCA, the academy is moving away from random selection. For the remaining academies listed, consultation has taken place because they have not been consulted on for at least 7 years. Consultation has taken place	

	over a 6 week period and only two pieces of feedback were received; one positive piece regarding the change to the policy at JCA, and one from North Somerset that was largely correcting some grammatical errors. It is proposed that the board determine these policies. The board approved this proposal.	
<b>7.2</b>	<b>Online Safety Policy</b>	
7.2.1	The E-Safety policy has a name change and is now the Online Safety Policy which provides a more all-encompassing framework. The policy provided at Flag D has been produced in consultation with the DSL network, the E-safety group, HR, compliance and data protection. PO asked how secure the federation's own IT infrastructure is. AL provided assurance around security and explained the various penetration tests used.	
7.2.2	The board approved the Online Safety Policy.	
<b>7.3</b>	<b>Procurements and Contracts</b>	
<b>7.3.1</b>	<b>Catering</b>	
7.3.1.1	As per Flag E, it is recommended that the board approve the decision to hold a mini-competition to seek a new Catering provider via the Crescent Purchasing Consortium (CPC) Framework. To delegate authority to approve the final contract to two Directors. <i>The board approved the proposal and delegated authority to approve the final contract to GKM and ACO.</i>	
<b>7.3.2</b>	<b>Agency</b>	
7.3.2.1	As per Flag E, it is recommended that the board approve the decision to begin the process of engaging a Master Vendor using the Crown Commercial Service (CCS) Framework; and to delegate authority to approve the final contract to two Directors. The board approved the proposal and delegated authority to approve the final contract to DA and BON.	
7.3.2.2	The board asked if there were any other situations where the federation was potentially in breach of OJUE. BG reported that the federation have been aware of some potential breaches for some time and this was part of the decision making that led to the first appointment of a procurement lead. At that time energy was highlighted as an area to look at and this is now purchased via the Energy Consortium. All other areas of potential breach have been resolved or are in hand.	
<b>7.3.3</b>	<b>WAN</b>	
7.3.1.1	As per Flag E, it is recommended that the board approve the decision to procure a new internet contract via Crown Commercial Services (CCS) up to a value of £550,000 to be implemented over 5 years and to delegate authority to approve the final contract to two Directors. The board approved the proposal and delegated authority to approve the final contract to ACO and ACH.	
<b>8</b>	<b>Any Other Business</b>	
8.1	ST reported that Simon Rowe (SR), HMI, has requested to attend the board meeting of 19 <sup>th</sup> March 2019. There will be an opportunity for the board to ask SR questions about the Ofsted Framework. The board agreed to invite SR to the meeting.	
8.2	The meeting closed at 18.10hrs.	