

Minutes - Board of Directors

Version: Approved
Meeting Date: Thursday 2 May 2024
Location: Teams
Time: 4.00pm

Chairing this meeting Paul Olomolaiye (PO) Chair of the Board (member and Director)

Trustees: Bryony French (BF) Director
 Tim Spratt (TS) Director
 Orville Lynch (OL) Director
 Mark Davies (MD) Director
 Adrian Coleman (AC) Director
 Yvonne Beach (YB) Director
 Suzanne Carrie (SC) Director

Attendees: Steve Taylor (ST) CEO
 Dan Nicholls (DN) Deputy CEO
 Sally Apps (SA) Education Director
 Susie Weaver (SW) Education Director
 Kate Richardson (KR) Education Director
 Rachel Mylrea (RMY) HR Director
 Andy Ling (AL) IT Director
 Martin Thomas (MT) Director of Estates and Facilities
 Liz Tincknell (LT) Head of Governance
 Sarah Lovell (SL) Chief Operating Officer
 Tricia Brabham (TB) Deputy Head of Governance

Apologies: Zarah Morwood (ZM) Director
 Rachel Mortlock (RM) Vice-Chair of the Board
 Alison Fletcher (AFL) Director of CLF Institute
 Wendy Hellin (WH) Clerk to the Board

Matters Arising

Action date and no	Relates to item no	Action	Owner	Update
12.10.23 01	7.3.14	SW to update the board on destinations data at the June board meeting.	SW	Exec and Trust CEE Lead working with partners to capture destinations data. An update will be provided in June as per the action. Ongoing
14.12.23 05	11.4.1	LT to provide an update of the External Review of Governance at the next board meeting.	LT	The External Review Report has been received. LT, SL and DN have met and reviewed. LT will produce a table of recommended next steps for consideration. Due to limited capacity within the team, this piece of work is still ongoing. A recommendations report will be provided at the May briefing. Ongoing report at June board
07.03.24	8.4.1	SL to provide an opportunity and threats plan for the	SL	Update provided in this meeting with more information at the June board meeting . Ongoing

		budget at the next full board meeting		
07.03.24	10.5.3	DN to provide some information to PO to support him in responding the letter from the Chairs of Academy Council		DN returned letter to COAC and discussed at the last COAC meeting. Completed

Minutes

Item	Description	Action
1	Introductions, Administration, Apologies	
1.1	PO welcomed everyone and introductions were made. Apologies are recorded above.	
2	Declarations of Interest	
2.1	No verbal declarations were made.	
3	Minutes of Previous Meetings	
3.1	Minutes of the meeting of 7 March 2024 were approved.	
3.1.1	When discussing the Education Report it was reported that CLF had ranked 23 out of 65 on the DfE Progress 8 Multi Academy League Table and the aim was to get in to the top 10. Can this achievement be recorded in the minutes?	
3.1.2	There will be Progress 8 scores for 2024 outcomes, but then 2 years with no Progress 8 scores as there were no key stage scores due to Covid. We may need to amend how we state our aspirations going forwards.	
4	Matters Arising	
4.1	The action table has been updated above.	
5	Strategic and Educational Developments	
5.1	Industrial Action	
5.1.1	ST advised that DN and RM are currently in negotiations with the Unions through ACAS and may join later. The Unions had a list of 11 asks where we have resolved 9 and 2 remain.	
5.1.2	There is concern over the impact of strike action, particularly in year 11 but the school has managed to keep all year groups open.	
5.1.3	SA advised that the Principal had worked hard with the team and other colleagues to make CAB an inclusive environment and one in which children are ready to learn and are calm We have been able to open the school with pupils focussed on learning and taught together.	
5.1.4	Parent body, COAC and AC have been supportive.	
5.1.5	<i>16.20 RM joined the meeting.</i>	
5.1.6	RM advised that she and DN had met with ACAS and NEU, had made a lot of progress with two key issues being directed time for teachers and job evaluation for pastoral workers. The Union will meet members tomorrow to discuss the progress made today.	
5.1.7	The 11 asks have been reduced to 2? Undirected break times and backdated job evaluations?	
5.1.8	Yes. Job evaluation is an issue that will also affect other MATs across the county.	
5.1.9	What is the likelihood that other CLF academies will expect the arrangement agreed with CAB?	
5.1.10	The Principal is very alert to any potential wider Trust implications.	
5.1.11	The recent track record of improvement at CAB and our trustee visit last year showed a positive atmosphere. Did the action come as a surprise to the Executive and Head?	
5.1.12	There is higher than average union representation at CAB. The Union rep is also the trust wide rep and is being supported by the regional rep. The staff body are very passionate at CAB but also committed to their unions.	

5.1.13	In RM's judgment, will the 3 day strike next week go ahead?	
5.1.14	The Union have said they will go to the members tomorrow with recommendations around the progress we have made today. It is hard to say which way it will go.	
5.1.17	<i>16.35 DN joined the meeting</i>	
5.1.18	DN supported RM's view and reported that CLF had made an improved offer.	
5.2	Tewkesbury incident review	
5.2.1	SL reported that the incident review report had been shared with the board. The scope of the review had been to look back at the timeline and what actions took place on the day and subsequently, to look at emergency plans, and how we interacted with other parties.	
5.2.2	SL advised that the key findings and recommendations from the report were that this type of incident is very rare. Leaders and agencies acted swiftly and appropriately. Recommendations were around process and procedures. There was nothing to suggest if we acted differently, it could have prevented what happened on the day. The report will be shared with the Board, Academy Council, Principal and Union Reps. Progress against recommendations will be tracked through audit committee.	
5.2.3	What are the timings for when you expect audit committee to review progress?	
5.2.4	It will be a standing item for each committee until satisfied all recommendations have been completed.	
5.3	NGA review of local governance	
5.3.1	SL advised that the review of local governance had been completed and recommendations discussed internally. These include looking at the size of academy councils and roles, general running of the meetings, agenda timings, professional development, and governance platform. A paper will go to the board in June with various recommendations.	
5.4	Budget setting process update	
5.4.1	SL advised that the budget setting process gets more challenging as income hasn't kept up with rising costs. First drafts show a £2million deficit. We are currently working with colleagues to understand the driver for those deficits, which in part is due to falling student numbers in our schools. There are a number of processes to refine the budget and move the deficit to a surplus. Further updates will be provided.	
5.5	Reserves Committee update	
5.5.1	SL advised that the reserves committee meeting had concluded and they would be recommending 17 bids totalling £500k to PO and BF for approval.	
5.6	Finance Director Recruitment	
5.6.1	SL reported that the advert for a Finance Director closed last week and will be meeting candidates next week. SL will remain the CFO for the trust.	
5.7	Lime Hills Academy site move	
5.7.1	MT advised that planning permission for the new site had still not been given due to concerns over habitat. Once agreed full planning permission will be given. From September 2024, LHA will be split across 2 sites. Primary would stay at Pound Lane and secondary to WHA Beaufighter Road site. Currently working with DfE and North Somerset Council. DfE have agreed £350,000 enhancements for Pound Lane to keep it going for two years.	
5.7.2	SA advised that Pound Lane site were temporary buildings that were renovated for use for 2 years. Health and safety team is working to ensure that the site is as good as it can be. Will be 12 children on the site next year. Secondary pupils moving to WHA ground floor. WHA will become new registered office for LHA. DfE is scoping and tendering work which will include creating a school within a school, and external enhancements of P16	
5.8	Kings Oak Academy site development plan	
5.8.1	MT reported LocatED were commissioned to assess the development potential of any land at KOA. Potential to sell 8.75 acre southern section for land for residential development could generate a receipt of £6-7m. This would not generate enough income to rebuild a new	

	secondary -average cost £32m. If released that land it would require DfE Section 77 approval. Some mitigation for the loss of playing field would be required	
5.8.2	Within the CLF property portfolio is their other land we can sell and then reinvest into KOA?	
5.8.3	SL advised most of the land has educational use as its purpose with the Land Registry, so unless we have a change of use approved, it is unlikely we can sell any land unless for educational use. Action: MT to investigate potential for sale of CLF owned land.	MT
5.8.4	<i>16.56 MD left the meeting.</i>	
5.9	Key recruitment organisational design update	
5.9.1	RM reported educational leaders' roles, including Principal roles, Executive Principals and Vice Principals had been reviewed regarding salaries and banding – special and AP to follow.	
5.9.2	Recruitment of Principal, Vice Principal and Assistant Principals have taken place, good response and filled several roles. Currently investing in a new recruitment webpage, with more information for potential candidates as a marketing tool.	
5.10	Growth update	
5.10.1	SL advised that all schools joined had varying levels of induction depending upon their transfer date. Making sure we are listening and getting feedback about how we can do things better. We completed a growth survey of new colleagues. Overwhelmingly positive, some negativity from 2 schools of the 13 which will be looked at more closely.	
5.10.2	AL talked through the transition timetable for IT systems, reporting that the data migration was completed, the move of Redstart Primary to CLF systems had been brought forward to happen in the Easter Holidays with the south Bristol schools. Two remaining schools would be done during the summer holidays.	
5.10.2	ST reported there had been interest from other schools to join CLF.	
5.11	Ofsted updates	
5.11.1	DN reported the SCITT Ofsted report was outstanding and included lots of positive messages about the SCITT.	
5.11.2	ST advised he would invite AF to talk to the next board.	
5.11.3	DN advised KOA was an ungraded inspection.	
5.11.4	SW reported that they were expecting an inspection at KOA but that following concerns about how it had been conducted a complaint had been submitted to Ofsted. Lots of parts of the Ofsted inspection had gone well, but felt the process was flawed which didn't come to light until day 2. The report did have lots of positives about the school and after consideration it was not felt requesting a new inspection was right for the school.	
5.12	Preparation for external exams.	
5.12.1	DN talked through the different external assessments and the preparation that had been put in place for the assessments, the positivity around predicted data outcomes and the balance between teaching and learning and strategic moves, with the focus being on teaching and learning.	
5.12.2	How prepared are our new schools?	
5.12.3	It varies depending on how long they have been in the trust. They lack a bit of alignment around mock exams and assessment, they are not necessarily on the same curriculum. The wider group of primaries needs a bit more time to pull together. Hoping to have teacher assessment aligned for end of July so have full data set for next year.	
5.13.4	15 year anniversary preparations	
5.13.5	ST reported CLF came into being in September 2009. There had been a celebration after 10 years, looking how to mark 15 years.	
5.13.6	SL advised she was leading a committee to discuss the anniversary celebrations and invited Trustees to join the committee if of interest.	
5.14	CLF summer conference update.	

5.14.1	ST advised the CLF summer conference will be held at the new WHA site. Trustees were invited to attend.	
5.15	Board away day	
5.15.1	LT advised there would be an away day on the 10 th October held in the North Somerset cluster. Will include school visits and a speaker. Further information to follow.	
6	Governance	
6.1	JCV Ltd	
6.1.1	LT reported that the JCV articles have been amended following transfer of the Tacchi-Morris Arts Centre. They were approved by JCV on the 19 th March. <u>Decision: The JCV articles were approved.</u>	
6.2	COAC approvals	
6.2.1	LT proposed the appointment of the Chairs of Academy Councils of the following primaries that had recently joined the trust: Joy Pegg – Queen Margaret Academy Huw Grove- Wicklea Academy Joseph Fox Bowen – Waycroft Academy Andy Kendall -Woodlands Academy <u>Decision: The proposed Chairs of Academy Council were appointed for a 4 year term of office.</u>	
6.2.2	For Chairs from schools joining us when does the term end? Is it from when they joined us?	
6.2.3	Parent and staff are continuing with their terms of office, Chairs are starting new terms.	
7	AOB	
7.1	PO thanked the executive team and the leadership at CAB for their hard work in a challenging situation. The meeting closed at 17.42.	

Actions to take forward

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07.03.24 01	8.4.1	SL to provide an opportunity and threats plan for the budget at the next full board meeting.	SL	
02.05.24 01	5.8.3	MT to investigate potential for sale of CLF owned land.	MT	