

NNAT MEETING



FRIDAY 8TH MARCH 2019, 09:00 – 13:00
ROOM 44, SHERINGHAM VI FORM

| PRESENT | | ATTENDING | |
|---------------------------|----|---|----|
| Christine Candlish, Chair | CC | Natasha Allen, Clerk | NA |
| Julia Drury | JD | Sally Boardman, Chief Financial Officer | SB |
| Gill Pegg | GP | Ashley Taylor, IT Team Lead | AT |
| Andrew Richardson | AR | | |
| Constance Tyce | CT | | |
| John Wollocombe | JW | | |

1. APOLOGIES AND DECLARATIONS

| | ACTIONS |
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| Pat Duggan, Business Manager, sent apologies. There were no declarations. | |

2. REPORT ON RECENT PHISHING INCIDENT – ASHLEY TAYLOR

| <i>Report circulate, taken as read.</i> | ACTIONS |
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| <p>Email:</p> <p>Multiple education providers were targeted with spam emails, which required a password to be entered into a website. It is AT's view that staff require training. Trustees discussed how best to identify staff who require training, and how to tackle the risk. AT will research costing for software that can send a hoax email and then automatically directs staff to training. IHASCO also offer online training. Trustees will defer a decision until they are more aware of what monies are available, and review infrastructure.</p> | |
| <p>Infrastructure:</p> <ul style="list-style-type: none"> AT is of the opinion that the back-up systems are currently inadequate for the work being done. Solutions are to use Cloud, or servers (one at STHS and SHS). SB and AT explained how the system would work and how the subscription/costs work. Trustees checked if all schools would contribute to costs; SB confirmed. TRUSTEES AGREED TO PROCEED WITH PURCHASING TWO NAS FOR STHS AND SHS. TRUSTEES APPROVED THE MANDATORY ACRONIS BACK-UP SUBSCRIPTION. Anti-virus provision was discussed, including whether it will slow the computers. AT acknowledged that this can happen with downloading files and opening files on network, but impact should be minimal. Trustees considered what IT set up is at CJS; AT asked to defer any changes to their IT, until such time that a new member of IT team is in situ and fully trained. TRUSTEES AGREED TO PURCHASE ANTI-VIRUS SOFTWARE AND DEFER CHANGES AT CJS FOR ONE YEAR. Switches at SHS are the last ones in the Trust to be replaced. Given their age, they need to be updated sooner rather than later. Should one fail, everyone connected to it won't be able to access SIMS, email, etc. which could affect lesson delivery. New switches will assist speed of computers, offsetting any slowing that anti-virus could cause. Trustees asked where these would be paid from. SB said that money could be utilised from capital. Outcomes from CIF bids are due. By changing the switches, the phone system could be updated, and, over five years, this would represent a saving. AT explained how the current system works and there | |

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| <p>are unused historic lines. Phonecalls would come via the internet system and traffic flow could be managed. SB and AT have discussed the way the lease is set up and there is further work to be done. However, SB is of the view that it would be good to move away from APR, who require 90 days notice. SB and AT will continue to look at the costing. Trustees discussed the CIF bids and whether the switches would take priority, given the reliance on IT across the Trust. THE TRUSTEES APPROVED PURCHASE OF SWITCHES.</p> <ul style="list-style-type: none"> • Wi-Fi – staff, guest. AT says staff will be directed to connect personal devices to the guest Wi-Fi. Staff Wi-Fi can be deployed with a password, unknown to staff. Trustees agreed if there was any cost to set this up; AT said it is nil. TRUSTEES AGREED TO THE REVISED WI-FI SET UP. • USB; AT said that it is not possible to block reading of devices but can block writing. Trustees discussed cost of USB drives; thin client should reduce the need for these being used. TRUSTEES AGREED THAT WRITING SHOULD BE BLOCKED. <p>Timescale: Back-up change over can happen relatively quickly. Anti-virus is a couple of weeks deployment.</p> <p>Trustees would like AT to come back to provide update. AT is keeping a log on how long he is spending on jobs at different sites. Trustees thanked AT for his report.</p> <p>Ashley Taylor left the meeting at 09:45</p> | |
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3. DATA PROTECTION OFFICER REPORT – PAT DUGGAN

- DP Risk Register (discussion, Trustees)

| | ACTIONS |
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| <p>Report from ICO was circulated. Action plan completed by CC and GP and returned to ICO.</p> <p>Designated GDPR Trustee: CC DPO job description: to do Agree action plan: complete Training: TRUSTEES RETROSPECTIVELY APPROVED IHASCO TRAINING ON GDPR. All Trustees to complete both modules. Going forward, the provider will be reviewed to ensure educational content is appropriate. ISO provide training and lots of free resources. SB said that Browne Jacobson also have GDPR resources. PD, as DPO, requires specific training. SB has looked into costs for this, and there is some money in budget for training. In delegated powers (scheme of delegation), line added regarding GDPR. GP TO SEND THIS TO NA TO UPDATE THE MASTER COPY</p> <p>Dealing with FOI requests; training is available. However, Trustees did not consider that this is needed, because they have dealt with these on many occasions.</p> <p>KPIs: new ones to be added to balanced scorecard.</p> <p>IT: as discussed above.</p> <p>Risk Register: new register based on the ICO Report (this can be added as an appendix to the main Risk Register). Trustees worked through the register, discussing each section. CC highlighted actions. CC and GP are undertaking reviews of relevant policies and inserting GDPR rules that apply. Accessing policies will be simplified; all policies on the NNAT website rather than individual schools, and on one central intranet accessible by all staff.</p> <p>CC asked Trustees to come back to her with any queries. Trustees thanked CC and GP for their work on the register.</p> | <p>GP/NA</p> <p>CC</p> <p>CC/NA/ IT DEPT</p> |

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| AR will meet with PD in her capacity as DPO. PD to be invited to attend next meeting. | AR/CC |
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4. FINANCE – SALLY BOARDMAN

- School Budgets update
- Additional Capital Funding
- Stalham Sports Centre lease arrangement
- Standing Items:
 - Health and Safety Report
 - Letter to CEO from ESFA Accounting Officer
 - Meeting Agenda Planner

| | ACTIONS |
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| <p>Sheringham and Stalham High Schools' budget are the focus of the CFO.</p> <p><u>STHS</u></p> <p>SB provided Trustees with copies.</p> <p>Original prediction for 6.3K deficit has grown to 136.1K deficit; however, 400K carry forward means there are reserves. AR and SB broke down individual staff costs where staff have left, new staff have come in, staff have been off work, and the effect on the budget in terms of losses and gains. Supply costs are high. Trustees discussed individual cases and the potential action available to the Board in moving things forward. SB informed the meeting that she contacted the Absence Insurance providers yesterday, following receipt of a statement. The 5 day claim period often does not kick in and therefore it is unlikely that the level of absence will reach threshold (currently only at 9K against 48K). Trustees discussed how best to manage absence and whether the insurance is worth continuing. The renewal is 31st August. Trustees will consider the continuation of the policy at the meeting in June. AR explained that internal supply is used wherever possible in STHS, however long term absence requires regular supply. Subsistence costs remain high but this is being tackled. Trustees want staff given a clear message on ensuring costs are kept to a minimum where possible; subsistence, reprographics, electricity, etc.</p> <p>Cleaning is over budget and Sally explained how this occurred. SB is looking at cleaning contracts at both schools.</p> <p>Water budget affected by long term estimated bills and possible water leak which Anglian Water will attend to. Site caretakers are taking regular readings and there has been a substantial increase in use, compared to previous years. Therefore, a leak is suspected. An increase in budget provision has been applied.</p> <p>Electric budget was 15K, however last year's spend was over 20K. Contract was renegotiated in September and there was a 30% increase.</p> <p>Reprographics; there should have been a saving with the new printers. Possibly under-budgeted. SB reviewing.</p> <p>Linking in with SHS budget, SB is of the view that SLT time is undercharged for. SB proposed that GVS is charged for 5% of AR's time for line management (this will be reviewed when CJS come on board). SB has reviewed real time spent by the SLT at STHS and said that this needs to be addressed. Trustees discussed the pay-as-you-go/topslice system, also considering Marc</p> | |

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Goodliffe's time at ASP and whether ASP is being charged enough. Trustees considered increasing the top-slice across the schools (e.g. 5%) and doing away with PAYG. SB suggested GAG is pooled and the Trust then apportions it as they see fit. The ESFA prefer this model. Consideration needs to given to how money is returned to a school if it leaves the Trust. JD reminded Trustees that GVS is likely to require new classroom given their growth. SB said that a school with reserves can loan to another. Pooling reserves would do away with this. Trustees would like to discuss this at a further meeting in more depth.

SHS

Similar issues as STHS. SB WILL SEND VARIANCES TO CLERK FOR CIRCULATION.

SB highlighted SEN funding, teaching salary deficit (new teacher taken on FT replacing PT, but can provide internal supply, plus TPS increase), support cost increase (long-term absence, and continuation of contract for science technician, invigilation budget was too low).

SB

Electricity and water budgets reviewed and increased.

Reviewing SLT charging and producing some budget scenarios, should see some movements in the budgets at the High Schools. SB WILL FORWARD TO CLERK FOR CIRCULATION.

JD reminded SB that GVS is looking to employ an additional teacher and it is vital that MG sees budget as soon as possible. SB said she plans to see both MG and Emma Harding at ASP to go through their budget revisions.

SB

ADDITIONAL CAPITAL FUNDING

Agreed to spend on IT as discussed in item 3. SB says that there is money in maintenance budget for painting and the like. Once it is known if the CIF bids are successful or not, then SB will be in a better position to prioritise funding. If they are unsuccessful this time, it might be time to change consultant. CIF bid outcomes will be known by end of March.

AR left the meeting at 11.15

STHS SPORTS HALL LEASE

NNDC will pay.

HEALTH AND SAFETY REPORT

PAT testing is not required every year and this would save money.

SB read through the report. Projectors and pull down screens are being risk assessed.

PD is reviewing whether certain things need to be checked annually, in terms of making potential savings.

PD has reviewed the individual schools' H&S policies.

Caretaker is being used for minor site work where possible. Trustees would like to check whether this kind of maintenance and travel to other schools, is in his contract. SB WILL ASK PD TO REVIEW, AND THIS MIGHT RESULT IN CHANGE TO JOB DESCRIPTION/ IDENTIFY A TRAINING NEED.

SB informed the meeting that PD tries to visit all the schools at least once a week. Staff member at STHS is assisting PD since former Business Manager left.

SB

LETTER TO CEO FROM ESFA ACCOUNTING OFFICER

Confirmed receipt of accounts.

MEETING AGENDA PLANNER

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| Not available today. | |
| Trustees thanked SB for her report. | |
| Sally Boardman left the meeting at 11:30 | |

5. CROMER JUNIOR SCHOOL – CHRISTINE CANDLISH

- Parent consultation - feedback

| | ACTIONS |
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| Andrew Richardson returned to the meeting at 11:50 | |
| REDACTED (Confidential) [REDACTED] | |
| CJS Positive parent consultations. Due diligence underway. 1 st July transfer date. CC and AR met with Chair of Governors and Head Teacher to discuss finer details of transfer. Trustees discussed making an approach to Governor/LGB at CJS with a view to join the Board. AR TO CONTACT Marketing strategy was discussed and, over the next few months, will put out lots of press releases with NNAT publicised as the lead strapline. | AR |

6. TEN GROUP PROPOSAL UPDATE – ANDREW RICHARDSON

| | ACTIONS |
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| No further information. AR WILL FOLLOW UP | AR |

7. SHERINGHAM/WOODFIELD SCHOOL/JOHN ASHTON LAND/MUGA – ANDREW RICHARDSON

| | ACTIONS |
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| Solicitor has suggested taking on the lease for the land. TRUSTEES AGREED TO PROGRESS | |

8. CENTRAL TEAM STRUCTURE

| | ACTIONS |
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| REDACTED (Confidential) [REDACTED] | |
| [REDACTED] | AR |

9. SLT STRUCTURE

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| REDACTED (Confidential) | ACTIONS |
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10. POLICIES – ANDREW RICHARDSON

- Attendance Policy (Primary Schools)
- Cyberbullying: Protecting School Staff Policy
- Staff Appraisal and Capability Policy
- Ratification of any other policies from LGBs

| | ACTIONS |
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| <ul style="list-style-type: none"> • <u>Attendance Policy (Primary Schools)</u> JD said that there isn't currently any mention of absence for nursery children (their attendance isn't statutory, however schools should be mindful of the disappearance of children). AR said that the policy needs to come back to the Trust with amendments. • <u>Cyberbullying: Protecting School Staff Policy</u> AR asked if the Trust needs this policy; Trustees agreed that it does, but needs rewriting in the style of the NNAT. AR asked if there are any parts of the policy that are already in the Online Safety Policy or whether to maintain it as a stand-alone policy. AR TO REWRITE AND CIRCULATE FOR APPROVAL. • <u>Staff Appraisal and Capability Policy</u> JCC approved, after one small change. Trustees discussed adding cross reference to the Pay Policy. JD did not feel that the Trust itself is not mentioned throughout, and is worded as "this school believes....". AR WILL CHECK THOROUGH AND AMEND AS APPROPRIATE. TRUSTEES APPROVED SUBJECT TO CHANGES • Ratification of any other policies from LGBs Admissions with new appeals process (High Schools), and H&S Policy (SHS) were approved by | <p style="text-align: center;">AR</p> <p style="text-align: center;">AR</p> |

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| <p>SHS LGB for ratification by the Board. TRUSTEES RATIFIED THE POLICIES</p> <p>The Trustees considered whether they MAT requires a Recruitment and Selection Policy. Although it is not a statutory requirement, it is recommended as part of Safeguarding Training (safer recruitment). AR WILL RESEARCH FURTHER.</p> <p>GP also raised the Members appearing on SCR and requiring DBS. Trustees considered whether to appear on individual school SCRs or on a separate Trustees/Members SCR. TRUSTEES AGREED TO BE ON A SEPARATE SCR</p> | AR |
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11. TRUSTEE VACANCIES

| | ACTIONS |
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| <p>CT spoke to the Education Officer at the Cathedral, whose husband is retiring and could be a candidate. CC to contact</p> <p>Trustees asked JD if any GVS LGB members might be interested in becoming a Trustee.</p> <p>Undertake skills audit to enable appropriate appointment to Board.</p> <p>From recent training attended by GP, the direction of travel suggests that DfE don't foresee CEOs sitting on Trust Boards.</p> | <p>CC</p> <p>NA</p> |

12. MINUTES OF MEETINGS – ACCURACY AND MATTERS ARISING

- 10th January 2019
- 4th February 2019

| | ACTIONS |
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| Both sets of minutes were signed as a true and accurate record. | |
| Clerk to chase Benchmarking figures from SB. | NA |
| Redactions were agreed. | |
| Other matters dealt with. | |
| Charles Tucker to be formally appointed, prior to November AGM. | |

13. ANY OTHER BUSINESS

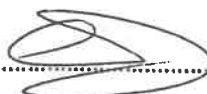
| | ACTIONS |
|---|---------|
| <p>Equalities Policy – GVS has a policy, and the Trust has one. These were done in 2015 so time to review, in line with Accessibility Plan/Policies. JD will write a Trust-wide policy and bring to June meeting.</p> | |
| <p>CT would like to set up a monitoring programme. There is one in place for the primary schools, and this was discussed at SHS LGB meeting this week, where wellbeing was also raised. Trustees should be a presence in schools, other than just the "link-Trustee". JD said that the LGB has a half day when all are invited to attend, and then at sub-committee meetings an hour is set aside for monitoring, e.g. progress in writing, spelling and grammar. The last deep dive day in January 2019 looked at division of classes. Monitoring programmes are based on the SIDPs. Trustees monitor schools via the balanced scorecards, but need to expand on this by going into schools. JD suggested an additional Trustee joins an LGB on their monitoring visit. GP would also like to link in the 5 year plan with these visits. CT suggested that monitoring visits are on the next High School LGB agendas. CT said she will consider being the Link-Trustee</p> | |

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| <p>to GVS as well as ASP.</p> | |
| <p>GP made notes from her Leadership Development Programme. Strategic Leadership was the first foci and GP brought the Trustees' attention to point 9, 11 and 12e, 14 in the points for consideration. Growth Readiness Audits are conducted by the Regional Schools Commissioner when MATs have six member schools. Governance pages on the website need updating; pen portraits, how governance works in schools, pecuniary interests. ALL TRUSTEES TO REVIEW THEIR PEN PORTRAITS AND SEND UPDATE TO CLERK CLERK TO CHECK WEBSITES ARE COMPLIANT</p> | <p>ALL NA</p> |
| <p>Complaint from parent at STHS was closed by ESFA who were satisfied that the Trust has robust Safeguarding policy and procedures and duty registers were followed. FOI request received for attendance cross the Trust.</p> | |
| <p>Sally Boardman returned at 13:26 SB asked if Trustees would prefer catering contract to run for 3 or 4 years. TRUSTEES AGREED THREE YEAR CONTRACT</p> | |

There being no further business, the meeting was closed by the Chair at 13:30.

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