

## NORTH NORFOLK ACADEMY TRUST



WEDNESDAY 19<sup>TH</sup> JUNE 2019, 09:00 – 16:00  
ROOM 44, SHERINGHAM VI FORM

**PRESENT**

Christine Candlish – Chair  
Julia Drury  
Gill Pegg  
Andrew Richardson – CEO  
Constance Tyce  
John Wollocombe

CC  
JD  
GP  
AR  
CT  
JW

**ATTENDING**

Natasha Allen – Clerk NA  
David Hicks – CFO DH  
Ashley Taylor – IT Manager AT  
Marc Goodliffe – Executive Primary Head MG

**1. APOLOGIES AND DECLARATIONS**

	ACTIONS
Apologies were received and accepted from Mary-Jane Edwards and Pat Duggan. There were no declarations.	

**2. LEADERSHIP DEVELOPMENT ACTION PLAN**

- GDPR KPIs

Once a GDPR manager is appointed, the GDPR KPIs will come to the Board. The Trustees discussed what constitutes a “breach” and what is “reportable”. The Trustees agreed to add “number of reportable incidents” to cover issues the Trust decides to report, but are subsequently classed as not reportable.

- Trustee Role Specification

Trustees discussed wording in the specification: “for the purpose of fulfilling their role” to be inserted in respect of monitoring visits. Remove number and name of schools and use “Trust schools” to avoid document becoming out of date. GP to apply the discussed amendments and forward to the Clerk. Clerk to send to new Trustee.

**3. CYBER SECURITY – ASHLEY TAYLOR**

	ACTIONS
There was another “spam” email that was not picked up by the filter, staff subsequently clicked on the link. This was dealt with quickly. Trustees asked if this is solely a Sheringham issue, but AT confirmed that it has happened at Stalham too. AT will organise a training session for all staff, run by the Cyber Unit of the Police and this can be delivered during INSET in September for both High Schools. Trustees thanked AT for his work on the breach.	

**4. FINANCE – DAVID HICKS**

	ACTIONS
<ul style="list-style-type: none"> <li>• CFO Report</li> </ul> 3 areas – Property, Finance and IT – to bring a consistent approach across the Trust, improve the quality and efficiency of outside services. Change the infrastructure to allow support to be provided remotely. The pros and cons of in-house cleaning was discussed: staff retention, costs, back-up cover contract, worth investigating further against contractors.  <b>Constance Tyce arrived at 09:31</b>	

DH suggests outsourcing the GDPR role (£3K pa from Central Budget), there are time constraints on the current business manager and issues with training. GP said that following the audit, there is an action plan and the person would need to carry out those actions rather than conduct a new audit. Long-term view would be for the assistant business manager to train to take on the GDPR role as his or her own role develops to a senior level. Senior Business Manager job specification to be reviewed by DH. Trustees asked how the structure differs from the previous one. AR explained how the roles within the Business Managers will be altered and there is a saving to be made in the long term.

**TRUSTEES AGREED TO THE STRUCTURE, SUBJECT TO REVIEWING THE BUDGET.**

Accounting software: There are more specialist providers for education establishments, but there would be high costs to change at this junction. DH aims to improve the efficiency of the software for the Trust. The system is capable, but needs some attention. DH intends to work on this over the summer. DH is to propose de-registering as VAT registered, after consulting with the Auditors, and revert to a 126 model, akin to the local authority.

Asset software: plans, site visits, premises development plan, testing systems, contracts, fixed asset registers. New software to be purchased to ensure everything is logged centrally and can be accessed across the Trust. Training will be provided to site staff. Trustees asked about a similar piece of software for logging Policies; DH said they could be set up as an “asset”. Cost of software is £2.5K. DH asked for dispensation from the Trustees, to get the software installed by September. DH has researched providers and is satisfied that the functionality of the software is most suitable.

**TRUSTEES AGREED TO GRANT DISPENSATION TO PURCHASE THE ASSET SOFTWARE.**

Bank Accounts: DH has met with the bank and proposed setting up a third account (30 day deposit) for £500K. AR and DH to have the flexibility to move money to and from the account. The monies can be accessed immediately if required subject to loss of interest. The account is a low risk option.

**TRUSTEES AGREED TO PROCEED WITH THE DEPOSIT ACCOUNT.**

Accounts: Budget holders have had information on their accounts, with a view to placement of final orders/costs.

Absence Insurance: this is working in the Primary Schools. The High School Policy has a high threshold for pay-out but the premiums are low due. DH will monitor and review, but currently does not suggest the policies are changed. A more robust “back-to-work” interview system and monitoring of absence needs to be in place to tackle persistent absentees.

- IT Strategy Paper

AT has been in contact with Novatech regarding the thin client project and purchase of servers. Can either insert SSD cards into all desktops, or purchase thin client computers and springs alongside the servers. Trustees asked AT which he recommends; AT said that upgrading to SSDs would be the best approach and then when new hardware is purchased, the SSDs are transferable. DH confirmed there is money within the Capital Budget and

further money coming in May 2020. The current system is slow to get started and frustrating for staff. Remote working for both staff and students will be made much simpler. Trustees asked if the servers need to be replaced; AT confirmed that they do and the total cost is £196K over three years to replace servers (if leased) and convert to thin client desktops. Capital Budget currently stands at £100K. Trustees said that an OG process will need to be undertaken. Functionality is the priority. DH said the lease would be an operational one rather than financial and would need to be renewed after 3 years. It is not a serviced package. At the end the 3-year lease, a secondary lease may not be available. Trustees discussed the functionality and efficiency of SSDs. Trustees clarified the proposal and the life span of the proposal (figures could reduce following tender/ life span of equipment 5-7 years):

- Purchase new servers, set up and licencing from Capital Budget - £95.2K
- Servers in data centre - £2.3K pa
- Purchase SSDs from Revenue or Capital Budget - £8.1K

***AT left the meeting at 10:37***

**IWB:** DH explained the latter part of AT's paper regarding IWB (mix of Prometheon, projectors). They are high energy useage, mountings are being risk assessed. AT proposes that screens are replaced with up-to-date HD models on a leased basis. GVS has already committed £3K for their school's IWBs to be replaced. The costs to the High Schools would be £20K pa. DH confirmed that the costs are included in budgets to be discussed later.

***AT returned to the meeting at 10:41***

DH said that investing in IT to deliver the best learning experience of children, makes the Trust schools an attractive proposition. JD said that when parents visit the school it isn't solely IT that influences decisions. DH said that the Trust needs to invest in the whole package, including maintenance of buildings; retaining staff at the expense of minimal investment in all other areas is not sustainable. AT said that the lease for the new class screens would run for 4 years. CC said that the Trustees will consider both proposals in the context of the wider budget.

**Phones:** Three contracts at ASP, GVS and SHS are coming up for review. There is a saving to be made for moving the phones over to the current internet provider.

**TRUSTEES AGREED TO PROCEED.**

**Wi-fi:** There are restrictions on functionality of computers because there is not full-site wi-fi. Trustees will consider the cost in the context of the wider budget.

Trustees thanked AT for his report and proposal.

***AT left the meeting at 11:02***

- ***Staff Expenses Policy***

No significant changes.

<p><b>TRUSTEES APPROVED THE POLICY.</b></p> <ul style="list-style-type: none"> <li><b>Financial Management and Regulations Policy</b></li> </ul> <p>No significant changes to wording.  Petty cash is removed.  No changes to levels of charging.  Trustees made the following observations:  Add “Senior” before reference to “Business Manager” or “Trust Business Manager” (replace “Trust”).  Page 21, Audit Committee Appendix A – change term to “Chair of Trustees”.</p> <p><b>TRUSTEES APPROVED THE POLICY.</b></p>	<b>DH</b>
<ul style="list-style-type: none"> <li><b>Premises Strategy Paper</b></li> </ul> <p>There is currently a mix and match of contracts, procured locally and centrally, at StHS. There needs to be an improved system of control over contracts and site staff. A five-year plan to be developed for each site. Routine maintenance will be set out in a termly plan to initiate a rolling programme. Internal site staff to be upskilled. A cloud based help desk will be set up for staff to report issues; the user can grade the importance of the issue; the business manager will prioritise accordingly. There will be better use of site staff across the Trust to carry out jobs, according to their skill set. The set up cost is £2K.</p> <p><b>THE TRUSTEES APPROVED THE PROPOSAL.</b></p> <p>The Trustees asked about the recruitment process for the Assistant Business Manager; DH provided an update on applicants.</p>	
<b>REDACTED: GROUNDS AND CATERING CONTRACTS</b>	
<ul style="list-style-type: none"> <li><b>Budget 2019/20</b></li> </ul> <p>Summary on front page of spreadsheet. Overall, if budgets go ahead as proposed, then deficit would apply from the next financial year. CJS figures not included at the moment.</p> <p><b>REDACTED (Commercial)</b></p> <p><b>BUDGETS TO BE APPROVED BY 5<sup>TH</sup> JULY.</b></p> <p>GP shared some benchmarking figures.</p> <p>DH suggested the Trust needs to look at improving other income streams, e.g. advertising their facilities. Heads of Departments should look at investigating grants and CFO can support them with bid writing. School leaders have to be tasked with minimising the use of supply. Department Heads and staff can make small changes, such as less photocopying, turning off lights, turning down heating, etc.</p>	<b>DH/ALL</b>

**5. BUSINESS MANAGER REPORTS – ANDREW RICHARDSON/GILL PEGG/DAVID HICKS**

- GDPR update
- Health and Safety Report

	<b>ACTIONS</b>
<p><b>GDPR:</b> Subject access requests, FOI requests continue to come in on a regular basis. It is incredibly time consuming and costly. A member of staff needs to take ownership of the action plan: policies, internal audit systems, clear desks, open computers, etc. <b>AR TO APPROACH MEMBER OF STAFF AT SHS AND ONE AT STHS TO TACKLE THE ACTION POINTS UNDER GP'S SUPERVISION.</b></p> <p>DH added (further to his premises report), that schools need to be seen as part of the Trust first in terms of signage outside schools and websites. <b>BRANDING IDENTITY GUIDELINES TO COME TO THE NEXT MEETING.</b></p> <p><b>MUGA:</b> DH has met with the local authority. When money first received there were no written instructions on how it was to be used and was not allocated correctly, however DH is aware of the amount. Woodfield's is aiming to leave their MAT and take on Foundation status, so it is vital to address this issue in view of the changes that Woodfield's want to make. Bids (e.g. Sport England) to be investigated to refurbish the MUGA. DH suggested liaising with Woodfield with regards to the VI Form annex and giving 2 years notice. The John Ashton Land is leased until 2027. There is a potential to lease some of the John Ashton Land to Woodfield's for an extension provided there is certainty of tenure, and the Trust would give up the MUGA. Whatever is agreed between the local authority and the Trust would still need to be signed off by the Secretary of State.</p> <p><b>TRUSTEES AGREED THAT DH COULD PURSUE THE ABOVE PROPOSAL REGARDING THE MUGA/VI FORM ANNEX/JOHN ASHTON LAND.</b></p> <p>Trustees thanked DH for his reports.</p>	<p><b>AR/GP</b></p> <p><b>DH</b></p> <p><b>DH</b></p>
Trustees had no issues with the content of the H&S Report	
DH has visited all the school sites, and has identified areas in need of TLC. DH is satisfied that PD has checked the viability of the windows at ASP which have been assessed by a local glazier and made safe.	

**LUNCH 12:30 – 13:30 (Marc Goodliffe arriving 13:30)**

**6. POLICIES**

	<b>ACTIONS</b>
<ul style="list-style-type: none"> <li>• <b>Cyber Bullying Policy (Andrew Richardson)</b></li> </ul>	

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C/F	AR
<ul style="list-style-type: none"> <li>• <b>Early Years Policy (Marc Goodliffe)</b></li> </ul> <p>In collaboration with the leaders of the Nursery at ASP and GVS and the Head of School at ASP, MG wrote the policy from scratch, incorporating their ideas, alongside statutory guidance. There is a focus on learning in the moment. CT suggested adding reference to other “prime areas” such as maths and physical development, rather than just mentioning communication. MG to amend. Trustees thanked MG for his work on the policy and flagged up particular areas that they liked.</p>	MG
<ul style="list-style-type: none"> <li>• <b>Curriculum Policy (Primary)</b></li> </ul> <p>There has been an aim to fuse the vision of GVS and ASP, building on the shared aims and values already established. MG explained the format of the policy, which has been split into 3 sections in line with Ofsted. The policy very much dovetails with the EY Policy. KS1 follows on from EY and focuses on building skills around learning before developing the breadth of children’s knowledge in KS2. There will be joint cross curriculum planning and a progression framework to support through KS1 and KS2. Trustees queried if CJS should be part of this policy. MG felt that the time is not right for them currently, but this could be looked at again in the future, but it is not compulsory. <b>CT asked for monitoring update to come to NNAT via the Link-Trustee (standing item).</b></p> <p><b>TRUSTEES APPROVED THE CURRICULUM POLICY</b>  <b>TRUSTEES APPROVED THE SUGGESTED STANDING ITEM</b>  <b>NA TO ADD FRONT COVER TO POLICY</b></p>	
<ul style="list-style-type: none"> <li>• <b>Intimate Care Policy (Primary)</b></li> </ul> <p><b>TRUSTEES APPROVED THE INTIMATE CARE POLICY</b>  <b>NA TO ADD FRONT COVER TO POLICY</b></p>	NA
<ul style="list-style-type: none"> <li>• <b>Equality and Diversity Policy (Julia Drury)</b></li> </ul> <p>JD explained the context of the policy and Trustees discussed whether there should be a separate policy for High Schools and Primary Schools. JD suggested that there is a nominated “Equality and Diversity” Governor and that this should become part of the monitoring cycle (form at back of policy). This to be reported on a termly basis. <b>AR TO INFORM OTHER HEADS.</b> There needs to be an amendment to the Primary Equality Strategy (MG). The Trustees made further suggestions and JD applied amendments.</p> <p><b>TRUSTEES APPROVED THE EQUALITY AND DIVERSITY POLICY SUBJECT TO THE AMENDMENTS.</b>  <b>NA TO ADD FRONT COVER TO UPDATED POLICY</b></p>	AR         NA

## 7. CROMER JUNIOR SCHOOL UPDATE - MARC GOODLIFFE

	ACTIONS
<p>TUPE meeting has taken a place. CJS is all set to transfer to the Trust on 1<sup>st</sup> July. MG is meeting with Wil De Neve in a couple of weeks’ time regarding collaborative working. MG is to suggest a regular SLT meeting to take place at the primary schools. They will also arrange a joint training day in September. WDN to attend first NNAT meeting of new academic year.</p> <p><b>MG TO INVITE (ONCE SCHEDULE AVAILABLE)</b></p>	NA

## 8. BALANCED SCORECARDS

	ACTIONS
<ul style="list-style-type: none"> <li>• <b>ASP and GVS – Marc Goodliffe</b></li> </ul>	

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**ASP:**

Mr Adams is moving on and a new appointment has been made to teach Y1-3.  
 A 0.4 appointment has been made to ensure that EH gets necessary management time, effective planning time with MG, and can focus on teaching and learning.  
 Since Governor monitoring in May there has been a significant improvement in teaching and learning.  
 Y2 50 reading, 60 writing, 60 maths (all summer births).  
 Y6 70 reading, 80 writing, 70 maths, 80 SPAG (predicted; results due 10<sup>th</sup> July).  
 MG and EH are going to Hackney to visit a school in July.  
 There has been steady progress made at ASP.  
 Trustees asked for attendance to be amended to amber from green (target just short).  
 A joint trip with GVS was successful.  
 YR to Y6 – 52, 13 joining YR in September.  
 Nursery – 21 on role. Trustees congratulated EH on the success of the Nursery.

**GVS:**

Currently 98 on roll.  
 34 in Nursery.  
 There has been a few issues with long term sick this year.  
 GVS is trying to unpick why there are differences in writing skills compared to ASP. JD said that during a visit, she observed children proof reading their work to enhance their technical and grammatical skills.  
 Maths is strong and MG is hopeful that target will be exceeded.  
 Y2 had been moderated and Y6 will be moderated tomorrow.  
 MG is pleased with the results of Y1 phonics.

- ***SHS and STHS – Andrew Richardson***

**STHS:**

Attendance to be amended to amber grade, persistent absence is at 12%.  
 PAN exceeded.  
**Trustees suggested a new survey needs to be undertaken (3 years since Kirkland Rowell).**  
 Performance management 6 month reviews have been done.  
 Staff turnover is now green.  
 Staff absence persists. This has been discussed today.  
 A number of mitigating factors are undermining the data. AR is keen to ensure that students are provided with tangible progress figures (target band). Scorecard shows all under target (amber and red).

**SHS:**

128 admissions (under PAN).  
 Persistent absence at 12% (red).  
 With regards to staff absence, it would be good to monitor trends, rather than have a target figure. The reasons behind absence should be further unpicked. **CT added that the number of teaching staff should also be noted to provide context.**  
 Outcomes: pre and post mock figures (VA). Ofsted want 75% of students entered for EBACC by 2023.

The Trustees had no further questions on the balanced scorecards.

CC referred back to the budget summary for the Primary schools for the benefit of MG. DH went through the figures with MG, drawing his attention to the impending deficit at ASP. MG said the staffing adjustment is yet to be applied. CC raised the proposal to look towards a joint SLT across the three schools. Trustees discussed how this might look and what options could be available. Future staff movement could influence the Board's decisions down the line. AR said that at Christmas there needs to a decision to review structures in the Secondaries and Primaries.

MG will present a new job description for EH, amending her to title to Assistant or Deputy Head, and also change his own job title to Headteacher of ASP and GVS. This will also mean parity with CJS.

**TRUSTEES AGREED TO THE JOB TITLE CHANGES.**

***Constance Tyce and Marc Goodliffe left the meeting at 14:57.***

## 9. MINUTES OF MEETINGS – ACCURACY AND MATTERS ARISING

	ACTION
<ul style="list-style-type: none"> <li><b>24<sup>th</sup> April 2019</b></li> </ul> <p>No issues with accuracy. The Chair signed the minutes as a true and accurate record. Matters arising all dealt with, except:</p> <ul style="list-style-type: none"> <li>➤ 5 year strategic planning meeting still to be arranged, to be attended by SLT/Chairs/Trustees. It needs to incorporate the strengths of the Trust and it's selling points. Aiming to have a Teaching School within the Trust could be key – <b>CC/AR TO ARRANGE</b></li> <li>➤ Cyber Bullying Policy - <b>C/F</b></li> <li>➤ Policies – ongoing (NA and Rod Wills)</li> </ul>	<p><b>CC/AR</b></p> <p><b>AR/NA</b></p> <p><b>NA</b></p>
<ul style="list-style-type: none"> <li><b>Trustee appointment minute</b></li> </ul> <p>The minute was approved and signed by Chair. NA/JW to contact Charles Tucker to arrange his membership.</p>	<p><b>JW/NA</b></p>

## 10. ANY OTHER BUSINESS

	ACTION
<p>CC announced her departure at the end of term, as she moves on to pastures new. JW would like the new Trustee to be party to any decision on a new Chair, or to advertise specifically for the role. Trustees also discussed contacting potential local people for Trustee vacancies (JW to contact).</p>	<p><b>JW</b></p>

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Assistant Schools Commissioner met with AR and CC to discuss expansion. Various opportunities locally were discussed.	
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***There being no further business the meeting was closed at 15:38***