

NNAT MEETING**FRIDAY 13TH MARCH 2020 AT 09:00****HOLT LODGE, HOLT****ACTIONS challenges DECISIONS****PRESENT**

John Wollocombe JW
 Gill Pegg GP
 Andrew Richardson AR
 Mary Jane Edwards MJE
 Constance Tyce CT

ATTENDING

Sarah Rankin – Clerk SR
 David Hicks – CFO DH
 Ashley Taylor AT

1. WELCOME, APOLOGIES AND DECLARATIONS

	ACTION
There were no apologies and no declarations	

2. MINUTES FROM THE MEETING OF 5TH FEBRUARY - ACCURACY

	ACTION
The minutes were checked for accuracy and various corrections made. Clerk to reprint for signature.	SR

3. ICT UPDATE

	ACTION
AT presented the IT Winter update to the Board. The following points were noted: Cromer Junior School <ul style="list-style-type: none"> • CJS has 30 PCs operating on Windows 7. This system no longer receives security updates and therefore is a security risk. The Trust can update these PCs to Windows 10 but this may mean Norfolk County no longer supports issues on those machines. • CJS has around 100 Chromebooks which stopped receiving updates in July 2019 • CJS is joining the NNAT network next week. AT is considering putting in a firewall to protect the network from security risks 	
Potential long-term solutions were discussed and options considered. Trustees acknowledged the challenges faced by the situation and noted that CJS are understandably reluctant to undertake any unnecessary change that might cause disruption. It was agreed	

that in order to minimise the potential for disruption it would be prudent to leave any changes in IT until the end of the next academic year (2021).	
<p>Stalham and Sheringham High</p> <ul style="list-style-type: none"> SIMS Management Information System (MIS) is coming to the end of its lifespan and causing daily problems. AT has been looking at alternative MIS systems and Pupil Asset has been demonstrated to key staff. It was agreed that this is not the right time for change, in view of imminent inspections at the high schools. It was suggested that a temporary contract with SIMS will be signed (12 – 18 months) with a view to changing MIS in the future. Wi-Fi is now available at both schools including Guest and BYOD networks 	
<p>Websites:</p> <ul style="list-style-type: none"> Meeting with the Primary Heads and developer was cancelled this week due to illness of Account Manager. The delay has been frustrating for Heads of Primaries but the meeting is to be rearranged for the very near future (expected 19th March). Website redesign and launch are an urgent priority. 	
Trustees thanked AT for his report. <i>AT left the meeting at 9.45am</i>	

4. MANAGEMENT ACCOUNTS

	ACTION
<p>The CFO talked the Board through the Executive Summary and Balance Sheet from 1st September 2019 – 31st January 2020, along with reports for each cost centre, the cash flow forecast, KPIs and the General Annual Grant (GAG) calculations.</p> <p>Trustees requested that DH attend the LGBs to run through the accounts. DH suggested that he run a training section at the Trust-wide training day.</p>	
<p>SHS are looking relatively healthy as compared with forecast. This represents a relatively positive outcome. Cover/Supply costs at StHS remain a concern although certain recent mitigating events are expected to result in some improvement going forward.</p>	
<p>CJS – budget did not include provision for supply teaching or furniture purchase. A full set of transactions this year will ensure more accurate budgeting for 20-21</p>	
<p>At GVSN expenses are ahead of budget. CT suggested that it might be beneficial to provide additional support the Head in relation to the management accounts.</p> <p>Trustees encouraged DH to persist with the arrangement of a termly meeting with the Head.</p> <p>It was noted that in the face of the deteriorating picture, the Head has been made aware of the need to address overspend and restrict non-essential costs.</p> <p>Trustees considered whether more direction was required from the Trust Board. It was recommended that DH meet with MG and the Chair of Governors to develop a better understanding of priorities. Given the recent Ofsted inspection result at A&SR the necessity for NNAT to retain a greater degree of control of its budget and finances was discussed and it was debated as to whether this might be appropriate for GVSN.</p>	
<p>GAG statement: this has just been released for the next academic year. Due to a change in the national funding formula, funding has increased year on year. Even Cromer, with a falling roll, is in a better position compared to the current year. This is positive news.</p>	

By Easter DH will have the first draft of budgets prepared. This can be shared with the LGB during the summer term.	
DH flagged the situation with the current Promethean interactive screens and projectors. These are dated and unreliable and need to be replaced. 48 LCD touchscreens are needed at SHS and 30 at STHS, at a cost of £1800 each. DH is also looking into a leasing option which would be less costly. AR envisaged challenges from staff given that some had amassed 20 years of lessons on the current system. These can be transferred but it is not a straightforward process. Lessons would need to be reformatted and updated involving a lot of additional work. IT WAS AGREED THAT THE NEW SCREENS COULD BE DEMONSTRATED AT THE INSET DAY ON 2ND APRIL	DH
DH attended an EPM briefing this week. A consultation is in progress regarding pay scales and bandings. EPM will be producing guidance.	

5. RISK REGISTER AND CORONAVIRUS

	ACTION
DH presented the updated risk register and a separate schedule of significant risks. DH reminded the Board that the Risk Register needs to be reviewed by Trustees at least twice a year.	
Current risks highlighted included the ramifications of a negative Ofsted report and the Corona virus.	
Local Level: All schools need their own Risk Register as stated in the Academies Financial Handbook. To this end DH has produced a reworked version of the NNAT risk register reconfigured for use by individual NNAT schools but with all the risks and mitigating factors reset to zero. Trustees suggested that individual LGBs might benefit from a session/workshop on how to populate the register. It was suggested that this could be addressed at a Trust wide training session. In the meantime, in order to make the process of populating the fields somewhat less onerous, Trustees requested that DH reconfigure the draft LGB RR with the original Trust level risks and mitigating factors reinserted. TRUSTEES WERE ASKED TO REVIEW THE DRAFT AND FEEDBACK TO DH. Once trained, Heads and a member of the LGB could then put together the RR for sharing with the LGB. Trustees recognised that this is a large piece of work and suggested that DH attend local meetings to facilitate the process. DH IS HAPPY TO ATTEND LOCAL MEETINGS. TRUSTEES FELT THAT THIS IS AN URGENT MATTER AND ASKED MEETINGS TO BE SCHEDULED SOONEST.	Trustees DH DH
The Coronavirus was discussed at length. Trustees asked for assurance that schools are in regular contact with parents. This was confirmed by AR, who confirmed that the protocols are very clear and that the Director of Children's Services are primed to instruct in the event of closure. It was acknowledged that school closure presents challenges regarding safeguarding, free school meals and Looked After Children. AR clarified the school's plans for home learning: this will include communicating with staff via Office 365, with students using Teams, Go for Schools, Show My Homework and GCSE Pod. High schools will be able to set and mark homework. AR does not feel it appropriate for teachers to deliver classes by Skype. Staff workload would be monitored carefully. Staff are checking all students have their log ins. Parents are being updated regularly via Parentmail.	

<p>Trustees asked whether staff are able to monitor which students have accessed and completed work. AR confirmed that the system allows this. Trustees were concerned that some students might not have access to the internet at home. AR confirmed that this will affect some students, and they will be identified and given printed packs. The situation is more challenging for primary schools. It was suggested that primaries could coordinate systematic web-based research projects that parents will find easy to access. Trustees suggested talking to VNET about guidance and ideas.</p> <p>Trustees wondered whether there might be a member of staff who could act as a point of contact to vulnerable students during any shut down. AR agreed to look into this. It was confirmed that, ahead of any closure, staff having to self-isolate would have paid authorised absence. Once diagnosed with the virus they would then be paid sick pay. During the holidays staff will be advised to follow all official guidance and not put themselves in any undue risk. Should they travel anywhere against FCO advice and need to self-isolate that will be considered an unauthorised absence. TRUSTEES AGREED THAT AN URGENT COMMUNICATION FROM THE TRUST NEEDS TO BE CIRCULATED TO ALL STAFF SOONEST. DH WILL SOURCE A TEMPLATE FROM EPM AND FORWARD TO TRUSTEES.</p> <p>All imminent overseas trips have been cancelled. The SLT will hold off cancelling summer term trips until governmental advice is received in order to be reimbursed any monies paid. Trustees asked whether staff would work at home or come into school. AR advised that staff could potentially come into school to prepare lesson plans, marking etc. Internet access may be more reliable at school. CPD could also be carried out. Trustees noted that this may raise issues such as insurance and first aiders.</p>	<p>AR</p> <p>DH/ AR/JW</p>
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6. MENTAL HEALTH IN THE WORKPLACE

	ACTION
<p>DH talked the Board through the slides from a recently attended conference.</p> <p>Trustees asked whether NNAT could be compared with sector norms and what it is currently doing in this area and whether more could be done.</p> <p>It was felt that it might be beneficial if there were to be a member of staff in each school who has attended the Mental Health First Aid Training. The staff member would not necessarily need to be a teacher but should be a senior member of staff. Trained staff could signpost ‘next steps’.</p> <p>MJE suggested contacting NEU representative Scott Lyons to provide training.</p> <p>Trustees asked whether leaders were trained to be able to pick up issues at performance reviews or at back to work interviews. VNET would be able to provide training on supervision for heads, but this would have a cost implication.</p> <p>It was noted that the issue of “Wellbeing” appears as part of the Trust’s specific aims and that it was important therefore this issue should be adequately referenced in its strategic plan.</p> <p>MJE stressed the need to put together a Trust-wide strategic plan which should be regularly reviewed. This would be based on the priorities from the self-evaluation and should be kept simple. For example:</p> <ol style="list-style-type: none"> 1. Finance 2. Developing the workforce 3. School Improvement 	

7. STANDING ITEMS

	ACTION
<p>GDPR KPIs</p> <p>JS has been working closely with GDPRis. The Training update has been circulated to all staff, with 33% uptake to date.</p> <p>GVSN has asked JS to carry out a GDPR audit once staff have done their training.</p> <p>One subject access request is being processed.</p> <p>The use of GDPR compliant visitor books was discussed. It was noted that SHS appear to have reverted to the non-compliant visitor book. It was felt that Reception should revert to the previous system (using blacked out sign in panels with names hidden on the page beneath).</p> <p>The introduction of a web-based signing in system was discussed, but viewed as an unnecessary cost.</p>	
<p>Health and safety</p> <p>DH discussed the Health and Safety report provided by Pat Duggan. The following was reported:</p> <ul style="list-style-type: none"> • SHS: Floodlights fell from the mast during high winds. It was reported immediately, the area was closed off and lettings were cancelled. Following an investigation by Abacus Lighting, reinstallation of the lights will take place mid-March. • STHS: shelving in the science store cupboard came away from the wall and could have injured someone. The cause is likely to have been overloading. The shelves have been made safe and staff advised to distribute weight evenly. • GVSN: nothing to report • Antingham and South Repps: nothing to report. • CJS: Nothing to report 	
<p>Premises</p> <ul style="list-style-type: none"> • STHS: electrical fault found to be caused by a break underground. Major repairs are scheduled and a generator has been installed in the meantime. • SHS: PD and DH met with the BM of Woodfields school to discuss ongoing concerns surrounding the driveway and after-school buses. DH tabled a plan of the area and a proposed solution. It was noted that the trees are protected so any work will entail the creation of a new layby and tarmac path. Woodfields have offered to pay for the layby. <p style="text-align: center;">TRUSTEES APPROVED THE PLAN</p> <ul style="list-style-type: none"> • ANTINGHAM: Site clear-up planned for Feb half term did not take place. Under review. • CJS: Internal alterations now complete • GVSN: Maintenance work on-going. 	
<p>Safeguarding</p> <p>Nothing to report</p>	

8. POLICIES

	ACTION
<p>DH highlighted the move to streamline policies by creating single Trust-wide policies (with appendices for local variation where necessary), rather than separate policies for High</p>	

Schools/Primaries. DH will bring the master spreadsheet to the next meeting for Trustees to see progress.	
<p>The following policies were considered by the Board. All were approved pending corrections and typos</p> <ul style="list-style-type: none"> • Dignity at Work (new policy) • Primary Admissions (new – to replace 3 individual policies) • Clear Desk and Screen Policy (new – a GDPR requirement) • Equality policy (replaces single equality policy) • Intimate Care and Toileting (new – to replace 3 individual policies) • Code of Conduct (new policy – will be part of Trust wide Employee handbook in due course) • Critical Incident (new policy to replace NCC Red Book) • Primary Attendance (new policy to replace 3 separate policies) • Members, Trustees and Governors Expenses (Triennial Review) • Conflicts of Interest (Annual update) • Corporate Health and Safety (Annual update) 	
The changes and additions to the Sheringham High School uniform policy were noted by the Board. This was approved by the SHS LGB on 11 th March.	

9. PROCUREMENT

	ACTION
DH reported that the following Trust contracts are up for renewal:	
Cleaning: Contract with the current provider is due for renewal in Sept 2020. Contract is currently out to tender. GVSN and A&SR will retain their locally employed cleaners.	
Catering: Take up is disappointing, and due to rises in the national living wage, Schools are now subsidising the cost of provision. Currently an annual rolling contract.	
Grounds: The current provider (at CJS) are pulling out of grounds. There are concerns about the current level and quality of service at SHS.	
<p>Finance system: Sage contract expires in May 20. DH feels that although Sage is a cheap system, it does not fit our ongoing requirements. DH strongly recommends investing in a new system (such as PS Financials) and outlined the potential benefits of 2 alternative systems. It was noted PS Financials would link with PS Assets which is already in use by the Trust.</p> <p>Trustees asked where the funds would come for cover the cost of the new system. DH explained that the cost would come from the central budget but that it would generate long term savings at local level. A 3 year contract could be in place by the end of May.</p> <p>Trustees expressed concern at the potential cost. It was recognised that the level of topslice currently charged by the Trust for central services required reviewing and until such time as this took place it was decided that the current management accounting system should be retained.</p> <p>IT WAS AGREED THAT THE CURRENT FINANCIAL MANAGEMENT ACCOUNTING SYSTEM DECISION WOULD BE RETAINED FOR A YEAR PENDING THE OUTCOME OF A REVIEW TO THE TOPLSLICE.</p>	

10. PRIMARY SCHOOLS STRUCTURE

	ACTION
AR tabled the A&SR action plan put together by Emma Harding. It was felt that the plan needs more detail. AR WILL ADDRESS AND CIRCULATE TO TRUSTEES SOONEST. MJE strongly advised that Ofsted be asked for an extension of time to return the action plan.	AR
(Redacted – Personal) [Redacted]	
Trustees stressed the importance of avoiding any lack of clarity as to leadership roles and responsibilities.	
The long-term structure was discussed. The importance of keeping staff on board, and skilling up and supporting teaching staff was underlined. It was acknowledged that teaching staff may become anxious about the requirement to deliver improvements to the curriculum. Trustees asked how teachers are being re-skilled. VNET are identifying training needs. MJE suggested that teachers see other schools where mixed year group teaching takes place and is successful.	

DH left the meeting at 12.30

[Redacted]	ACTI ON
(Redacted – Confidential) [Redacted]	
[Redacted]	
[Redacted]	
[Redacted]	
[Redacted]	JW

DATE OF NEXT MEETING: FRIDAY 17TH JUNE 20 AT 0900, SHERINGHAM HIGH SCHOOL

The meeting was closed by the Chair at 13:00