

## NNAT MEETING



**WEDNESDAY 24<sup>TH</sup> APRIL 2019, 14:00 – 17:00**  
**ROOM 44, SHERINGHAM VI FORM**

### PRESENT

Christine Candlish – Chair	CC
Julia Drury	JD
Gill Pegg	GP
Andrew Richardson	AR
Constance Tyce	CT
John Wollocombe	JW

### ATTENDING

Sally Boardman – CFO	SB
David Hicks – CFO	DH
Natasha Allen – Clerk	NA

### 1. APOLOGIES AND DECLARATIONS

	ACTIONS
The Trustees were introduced to DH. There were no declarations or apologies.	

### 2. FINANCE – SALLY BOARDMAN AND DAVID HICKS

	ACTIONS
<ul style="list-style-type: none"> <li>• <u>Potential to pool GAG</u></li> </ul> <p>DH asked Trustees what has made them consider GAG pooling. The Trustees clarified the current system (top slicing). DH worked in a Trust that pooled GAG and explained how it worked; schools stated what they required and then bid for the money. AR asked if most Trusts operate this system; DH said that very few do and those that do are usually very centrally controlled with no governing bodies and school managers rather than Heads, etc. SB attended a seminar earlier in the year and pooling GAG was pushed as the way forward. DH added that some people are of the view that money destined for a specific school should not be deflected elsewhere, but this is not the way of the world. The other issue to consider is the views of LGB members; however LGBs are more focused on improving standards. JW expressed a preference for pooling reserves rather than GAG. DH suggested that this is a good compromise; continuing to top slice alongside applications for funds from the central pool. JW pointed out that attracting good and outstanding schools with healthy reserves, may be compromised if those schools perceive they will be losing their reserves. DH suggested that pooled reserves are at a level that enables schools to pay towards CIF bids. Trustees discussed whether there is a pressing need to change from the current system and agreed the negatives outweigh the positives. This can come back to a future agenda (November 2019).</p> <p><b>TRUSTEES AGREED THAT THE TOP SLICE SYSTEM SHOULD CONTINUE</b></p> <ul style="list-style-type: none"> <li>• <u>Level of top slice</u></li> </ul> <p>The Trustees and CFOs discussed the pros and cons for increasing the level of top slicing from 3% to 5%. SB said that this could potentially replace the absence insurance, which is currently not providing the cover as hoped. DH said, in his experience of working with MATs, self-insuring has worked more effectively than using absence insurance. Most Trusts charge 5% - 8%. Trustees considered two questions:</p> <ul style="list-style-type: none"> <li>- Raising topslice %</li> <li>- Review absence insurance (due August 2019)</li> </ul>	

SB said that she and DH are working on taking the budgets forward. This year's has been revised and the five-year budgets are close to completion. Trustees asked for forecasts using 3%, 4% and 5% for comparison, to come to the next meeting on 19<sup>th</sup> June 2019.

DH/SB

- Capital Funding - outcome of CIF bid

Four bids:

SHS and STHS science labs (STHS successful, SHS unsuccessful)

SHS Fire Safety (successful)

ASP Windows (unsuccessful)

Bid for windows was 150K, reasons for refusal was the low number of students it would benefit. The bid was close to approval last year, and the areas that were marked down have been addressed. It will be interesting to see the feedback from the DfE. The windows are a health and safety concern and that formed part of the bid. SB said that the bid will be appealed.

The science labs at SHS are in a worse state of repair than the STHS labs. The sinks are unusable due to drainage and the dust from the floor is airborne. There are no lab benches; the blind has been pulled down over the fire door due to students not being able to see the board otherwise. SB read from the report informing the school of the failed bid (two of the labs need attention). This will be appealed once the ESFA responds. SB highlighted that there is some capital funding available and the Trust needs to consider whether to use this for future IT work or for building maintenance, should the appeal be unsuccessful. Dr Bestwick, Head of Science has met with SB and will provide a list of remedial works to be addressed by capital funding.

CC suggested, with regards to the windows at ASP, that it might be worth considering whether there are any other income streams such as heritage grants (listed building). There are concerns about loose panes, therefore making the windows safe must be done, either by boarding up or an alternative short term measure. Trustees said that remedial works must be a priority. SB will check the surveyors report and come back to CC with list of works needed.

SB/CC

- Pay Award for Support Staff

EPM flagged that there are some staff on non-standard rates (invigilators (STHS), STEM co-ordinator, casual minibus driver (STHS), CEO, casual SEND co-ordinator, student counsellors). Trustees considered how to move these forward. SB will compare rates paid at SHS with those paid at STHS. GP and CT suggested an exercise is undertaken to ensure equitable pay scales across schools. DH agreed this should be done. GP said it could be done in bite-sized chunks. MSAs were reviewed last year.

- Health and Safety – Report by Pat Duggan

SB highlighted the main issue: fire safety. A Fire Service inspection took place at STHS and SHS and there will be a written report provided. Fire escape routes are sometimes blocked as are fire doors (particularly in the PE department area). AR said he would ensure that the outside lock up is being used. STHS doesn't have this issue because their sport hall is let by the public and has to be cleared.

AR provided statement to solicitors with incident file, in connection with an injury claim by a former staff member. SB said there should not be a cost to the school. Nothing likely to happen until late May or beyond. Trustees asked how PD is progressing with the <b>GDPR ACTION PLAN. AR WILL LIAISE WITH PD AND REPORT BACK.</b> <b>David Hicks and Sally Boardman left the meeting at 15:30</b>	AR
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### 3. STALHAM LGB – CHRISTINE CANDLISH

	ACTIONS
CC proposed that a new LGB is formed with two members from the local community, up to two parents and one member of staff, alongside a member of the SLT and Link-Trustees. JD suggested approaching local candidates at the forthcoming elections. JD has a contact with a background in education, based in Lessingham.	JD

### 4. UPDATE ON CJS DUE DILIGENCE – CHRISTINE CANDLISH

	ACTIONS
All on schedule. Meeting with staff on 1 <sup>st</sup> May. With regards to an issue with underground water springs, County Council will be contacted by Marc Goodliffe regarding underpinning works.	

### 5. MEETING WITH REEPHAM – ANDREW RICHARDSON – *Redacted (Confidential)*

	ACTIONS
	CC

### 6. TERMS OF REFERENCE – GILL PEGG

- Review and amendment

	ACTIONS
Gill updated the form and Trustees discussed the changes. <ul style="list-style-type: none"> <li>• Amend “Deputy Head” to “Senior Leader” throughout</li> <li>• Amend powers to redact, to allow LGBs to do this</li> <li>• Add information regarding sharing approved minutes with Trustees</li> <li>• Pupil outcomes: add /students in all cases</li> <li>• Add pace of progress, in terms of effective LGB</li> <li>• Check use of the words “Head of Academy”, amend to SLT</li> <li>• Refer to schools as such, not as “academy/ies”</li> <li>• Add in footnote relating to asterisks in Appendices</li> <li>• Ensure font and grammar are consistent throughout</li> <li>• Add HT to 26</li> <li>• Add Board to 81</li> <li>• Amend Student to Pupil in 101</li> </ul>	

<ul style="list-style-type: none"> <li>• Amend Academy Website Compliance to Attendance in 101</li> <li>• Amend 120 to clarify reporting major or strategic information to the press.</li> </ul> <p>Gill has added a new section "Trust Board power to intervene", following her recent training. GP will check that Appendix 2 is changed accordingly.</p>	<b>GP</b>
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## 7. TRUSTEE SKILLS AUDIT ANALYSIS – GILL PEGG

	<b>ACTIONS</b>
<p>The purpose of the skills audit was to highlight areas that need strengthening:</p> <ul style="list-style-type: none"> <li>- Community cohesion</li> <li>- Expansion plans and conducting due diligence on other organisations (delegated task)</li> <li>- Financial</li> <li>- HR and Legal (delegated tasks)</li> </ul> <p>The training undertaken by Trustees has been comprehensive.</p> <p>New appointments would ideally be from a financial, legal or HR background.</p> <p>GP has sourced a Trustee Specification from another academy Trust and will redraft this for the NNAT. Trustees agreed that this will be useful, and desirable areas of knowledge can be added as required. JW will approach Academy Ambassadors with the Specification once GP had completed. There are currently two vacancies. Trustees discussed whether to appoint from Cromer Junior School or to advertise both vacancies. <b>AR WILL CONTACT CJS TO APPROACH THEIR GOVERNORS.</b> CT pointed out a section of the analysis that should form part of the strategic planning and progression of the Trust; JW read this out, Trustees agreed. DH suggested <b>APPROACHING LOCAL PROMINENT ACCOUNTANTS AND SOLICITORS TO SEE IF THEY MIGHT BE INTERESTED IN BECOMING A MEMBER OF THE BOARD.</b> Trustees agreed this was a good idea.</p>	<b>AR</b>          <b>GP/JW</b>

## 8. LEADERSHIP DEVELOPMENT DRAFT ACTION PLAN – GILL PEGG

	<b>ACTIONS</b>
<p>GP suggested bringing together the SLTs, Heads, Chairs of LGBs to work together on strategic planning. Trustees agreed and discussed arranging this for later in the summer term, once the Y11s have left. AR will look at dates and email Trustees. AR will approach CJS with the view to hold the meeting there.</p> <p>GP read through the Action Plan, drafted following her recent course. Trustees discussed each section.</p> <p>Updating website in terms of Trust Board. <b>GP TO EMAIL NA</b></p> <p>Consider a MAT dividend – what do students get from being in the Trust.</p> <p>Headteachers contribute to developing Trust; Trustees agreed that Emma Harding (through her development of the nursery), AR and Marc Goodliffe actively do this.</p> <p>Ensure budget monitoring reports are seen by Trustees on a monthly basis (statutory). <b>ARRANGE A SESSION FOR TRUSTEES TO VIEW BENCHMARKING.</b></p> <p>Ensure better reporting to Board from individual schools: Minutes, issues, in addition to the balanced scorecard.</p>	<b>AR</b>          <b>GP/NA</b>       <b>GP/CC</b>

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

- 8<sup>th</sup> March 2019

SIGNED AS A TRUE AND ACCURATE RECORD BY THE CHAIR..... DATE.....

	ACTIONS
The minutes were approved by the Board and signed as a true and accurate record by the Chair.	
<b>GP TO SEND KPIS TO NA/MG</b>	<b>NA/MG</b>
<b>AR ARRANGE DAY IN SCHOOL HOLIDAYS TO ADDRESS POLICIES/WEBSITE WITH NA/ROD WILLS</b>	<b>AR/NA</b>
<b>PD TO BE INVITED TO JUNE MEETING</b>	<b>AR</b>
MUGA and lease was further discussed. The former CFO had done some costings which could be forwarded.	
Cyber Bullying Policy – <b>C/F</b>	<b>AR</b>
All other matters dealt with.	

## 10. ANY OTHER BUSINESS

	ACTIONS
<p><b>Policies</b></p> <p><u>Banning Parents</u>  Consistent use of terms parents/carers/visitors  Consistent use of capitalisation of Trustees  Recording of incidents: add in other terms for school leaders, and in the subsequent sentence remove the word “these”  Referral to Chair of Board or Headteacher specifically as “she”  <b>THE TRUSTEES APPROVED THE POLICY</b></p> <p><u>Flexible Working</u>  3.1 change to Board of Trustees (not Governing Body), and throughout where it appears JD policy unclear that requests come to Board and not LGB; needs to be more explicit  Add in Head of School, etc after Headteacher  Font and colour needs to consistent  Appeal to be sent to “Clerk to Board of Trustees”  <b>THE TRUSTEES APPROVED THE POLICY</b></p> <p><b>Governor Appointment – ASP</b>  <b>THE TRUSTEES APPROVED APPOINTMENT OF REBECCA MILLIN</b></p>	<p><b>AR</b></p> <p><b>AR</b></p>

*There being no further business, the Chair closed the meeting at 17:10.*