

NNAT MEETING



TUESDAY 26TH JUNE 2018, 09:00 – 16:00
SHERINGHAM VI FORM, ROOM 44

PRESENT		ATTENDING
Christine Candlish – Chair	CC	Natasha Allen – Clerk
Julia Drury	JD	Jo Knowlden – Chief Finance Officer
Marc Goodliffe	MG	
Gill Pegg	GP	
Andrew Richardson – CEO	AR	
Constance Tyce	CT	
John Wollocombe	JW	

1. APOLOGIES AND DECLARATIONS

	ACTIONS
None.	

2. FINANCE – JO KNOWLDEN

	ACTIONS
<p>North Walsham Town Council are having a meeting to discuss anti-social behaviour on 4th July at the White Horse, North Walsham. JK passed on the invitation to attend. Trustees discussed whether or not to attend and how best to address to the issues. This will be taken under consideration, once more information is available.</p>	
<ul style="list-style-type: none"> • Standing Items; <ul style="list-style-type: none"> - <u>Health and Safety report</u> <p>The report was taken as read. JK reminded Trustees what quantifies a “RIDDOR Reportable Incident”; nothing reportable for any schools. One accident at SHS; one accident at StHS. Asbestos related incident: DT at SHS, electrical isolation box was opened and identity of material needs to be verified; no immediate risk posed but NCC advised putting it into Asbestos Register in order for it to be checked during the next round of risk assessment.</p> <p>Trustees would like to know why the box was opened; AR WILL FOLLOW THIS UP WITH STAFF.</p> <ul style="list-style-type: none"> - <u>Meeting agenda planner</u> <p>The planner was taken as read. Payroll could be reviewed; EPM used as benchmark and other providers are similar in terms of cost/service. In-house payroll could be considered; a provider will be attending to demonstrate their software.</p> <p>Other contracts have fairly long dates. Water and sewerage could be reviewed.</p> <p>Pupil Asset will be introduced at A&SP in line with GVS; staff attending training in September.</p> <p>Trustees asked how much it will cost for A&SP; MG confirmed the cost is similar to GVS.</p> <ul style="list-style-type: none"> - Letters to AR from ESFA Accounting Officer <p>None.</p>	AR
<ul style="list-style-type: none"> • Budget Monitoring reports (consolidated) <p>Taken as read.</p> <p><u>SHS</u>: net carry forward £180K; in-year deficit £154K. Supply costs are manageable; however, reprographic costs remain high, this was challenged by the Trustees; AR explained how staff</p>	

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

DATE.....

manage with paper based work when Interactive White Boards fail. Unlike Show My Homework where teachers upload tasks, it is difficult to avoid using handouts for differentiated class-based work. **Trustees asked about the staff absence insurance and whether it has had a positive impact;** JK clarified how the retained layer works (qualifying staff absence); any left at the end of the year is written back into the budget. The figures relate to staff absence up to the end of March, therefore there is one more term to deduct. StHS: in-year deficit reduced to £39K; this is unlikely to alter much before the end of the year. There appears to be a significant underspend in exams budget; likely due to effective management of entries. Departmental budgets have been better managed this year. Cluster funding has now been received (£1.6K). Contract supply costs remain high. AR said this will be addressed in the coming year. **Trustees asked if there are patterns of absence; AR said that this is being reviewed. Trustees asked if it is possible to ascertain if any staff have taken up the Wellbeing Service which is part of the Absence Insurance.** Trustees would like the service to be better advertised to staff – **leaflets and posters in pigeon holes/staffrooms.** **JK** There will be no works occurring at StHS this summer.

A&SP: HoS is thrifty and aware of requirement for high level of reserves for the next three years. Net carry forward is expected to be another £20K higher than the reported figure. Windows and doors are in dire need of replacement and a programme of decorating needs to happen in the classrooms.

GVS: Nursery funding has been difficult to track and apply. The way it is disseminated is haphazard. MG said the budget is impacted by the fact that the school is a growing school with lagged funding. MG expects this to continue for the coming year before improving. JK agreed that the transition from Local Authority to funding from the EFSA has been a factor.

Central Team: Salary for Business Manager added.

Consolidated: The Trust remains viable.

JK

- Budget Plans for 2018/2019
- Budget MTPs and forecasts for ESFA
- Support Staff Pay rise 2018 and 2019
- Teachers Pay rise 2018 and 2019

Four items to be discussed together. Budgets taken as read.

JK presented the Dashboards for individual schools, Central Team and Consolidated; clearly showing the KPIs and an overview for the next five years in each case.

ESFA requested three years’ figures. JK discussed the possible rationale behind this. JK has looked at County Council’s three-year budgeting for comparison and was surprised to see they have not considered an increase in teachers’ pensions; contrary to this, JK has included an increase in her predictions.

Support staff pay rise: Norfolk assuming from April 18-19, bottom grade 2%, top grade from 5% to 9%. JK has assumed, from September 18 – April 19, support staff will be on JCC agreed rates (no backdating).

Teachers pay rise: still unknown, speculation from 1-3%; JK assumes 1% in forecast 3; forecast 2: 1% and 3% and back to 1%; forecast 1: 2%. JK clarified how and when rises could be applied. Rises also have knock on effect on NI and Pension payments. Trustees agreed that the Trust needs to remain open with staff regarding rises. JK suggested that increasing pay by 1% from September, with a plan to catch-up the following year, is the best way forward.

Budgets to be submitted to ESFA by mid-July.

<p>Trustees considered the forecasts for each school in turn.</p> <p>SHS: Trustees asked if the budgets take into account potential SLT changes; AR confirmed what assumptions have been made in order to formulate the budgets. Trustees asked for clarification on student numbers (including VI Form); AR said the figures are realistic (birth rate and retention considered). JK said that closely monitoring the census and reacting accordingly will be key. JK said the ESFA do have funds for major emergencies which might financially impact a school.</p> <p>StHS: No allowance for LAC students in figures. Monies received could ease situation. Services from other schools is costing in excess of £100K; lettings income is increasing; income from minibuses, music lessons and joint user agreement with the Council are not being managed as well as they might. Trustees asked if pupil numbers are overly optimistic; it was felt that their feeder schools are on the up and other choices of secondary look less appealing.</p> <p>A&SP: First budget looks at worst case scenario with no/small Nursery provision. The forecast demonstrates a small recovery over the five years. MG said that the school will have a Nursery and there are 10 children expected to attend. Going forward, the Nursery will be key in raising numbers on roll. MG said that since GVS opened a nursery, the majority of children transition to the main school. If this is mirrored at A&SP the outlook should be better than forecast.</p> <p>GVS: The school is growing and the requirement for additional staffing has been assumed going forward. MG explained the drop in numbers (current Y1 is small); the figures do not include Nursery numbers. Pupil numbers are YR-Y6.</p> <p>Central Team: JK thinks it is unwise to carry forward £15K deficit; but to apply a one off payment to schools to reduce this to zero (60/30/6/4%). The boiler in the Central Team building has stopped working and will cost £3.5K approximately to replace. Quotes have been sourced regarding repair but the boiler is old and therefore replacement is preferred. JK suggested adding the cost into the one off payment. Trustees considered the proposal against carrying a deficit.</p> <p>THE TRUSTEES AGREED THE FOLLOWING: Teachers’ pay increase from September 2018 1%. Support staff pay increase from September 2018 1% and further 1% April 2019. Pensions contributions increase from September 2018 2%. Central deficit - one off payment to clear and install new boiler. Forecast 2.</p> <p>The Trustees thanked JK for her work on this.</p>	
<ul style="list-style-type: none"> Antingham and Southrepps School Fund account (Board resolution required) <p>Approved and signed by the Chair.</p>	
<ul style="list-style-type: none"> CIF bids (update) <p>Four submitted. All rejected.</p> <p>One for A&SP to replace windows and doors (74/76 points scored). North Norfolk District Council have written a letter of support as part of the appeal. Decision will be received next month.</p> <p>One for SHS regarding security (low points scored, no appeal).</p> <p>Bids for science lab improvements at both high schools were also refused, but only a few points short. JK appealed for StHS £210K with £50K loan; SHS £16K loan. If accepted, then this could be further discussed with the project manager.</p>	

<ul style="list-style-type: none"> • Risk Register <p>Taken as read.</p> <p>JK highlighted the changes; main changes: Board of Trustees, Ofsted status, new risk in Public Profile regarding levels of reserves. MG asked for an amendment on Page 10 regarding Executive Head's mentoring responsibility. JW asked for removal of obsolete statement on Page 6, regarding creation of the MAT; also questioned the grading of the risk on Page 7 (increase to 5); include information regarding the suitably qualified Member.</p>	
<ul style="list-style-type: none"> • Peer Review <p>JK's counterpart at Hobart has now been replaced with a relatively newly qualified staff member. JK will attend to support the review.</p> <p>Going forward, JK suggested that an outside agency is used and a service is available through the County Council at £475 per day (considerably less than accountants). This should be done at least once a year, but if time allows, termly would be better. Trustees agreed that this sounded reasonable. JK provided details of the service for AR to take forward. Trustees asked if they need to attend all four schools; JK said the checks are on central provisions, but individual items can be added. NA will follow this up with AR and the Audit Committee in September.</p>	NA
<ul style="list-style-type: none"> • Finance Consultative Group <p>Forum created by Norfolk County Council; look at maintained schools in deficit, budget setting, etc. JK was invited and gained lots of information regarding cluster funding, bid dates, redundancy costs, Council reserves, LA schools in deficit.</p> <p>JK provided details to the Trustees to enable membership to be taken forward. The next meeting is on 31st October, and meetings take place termly. MG volunteered to take this forward.</p>	
<ul style="list-style-type: none"> • Staff Absence Insurance <p>JK discussed what has been claimed to date for each school. The premium for SHS and StHS is available; the retained layer may reduce. Schools Advisory Service have provided a quotation for GVS which is rather high; JK challenged this and has been offered a reduced premium. They have been asked to produce a quotation for A&SP.</p> <p>THE TRUSTEES AGREED TO PROCEED WITH COVER FOR THE HIGH SCHOOLS.</p> <p>JK will email Trustees regarding what is being offered to A&SP.</p>	JK
<ul style="list-style-type: none"> • Apprenticeship Levy <p>Money needs to be spent by April 2019 or will be lost (£18K). A number of schemes have been launched including apprenticeships for nurseries which might be fortuitous for A&SP. Vertas are going to meet with AR to discuss apprenticeships with their firm.</p>	
<ul style="list-style-type: none"> • Policies: <ul style="list-style-type: none"> - Health and Safety - Corporate <p>Add GVS to cover (JK). Business Managers' feedback to JK that H&S policies for individual schools were too long; but JK feels that they are appropriate. MG will liaise with A&SP to formulate a joint Primary School policy.</p> <p>TRUSTEES APPROVED THE POLICY</p> - Financial Management and Regulations policy <p>Add GVS to cover (JK). Routine purchasing (page 11) – remove "in due course" (JK). Finance and General Services committee no longer exists, therefore remove mention of committee throughout the policy plus appendix of committee's TOR (JK). Change term "Director" to "Trustee" (JK). Income regarding cashing personal cheques; JK clarified the rationale for inclusion of the statement, therefore this should remain. Appendix A; Trustees felt that most</p>	JK

<p>responsibilities (except 4. And 6.) are dealt with by the Board. The Appendix could be removed and information inserted into main body of policy. Reference to the Trust's TOR could be made, removing point 4. and 6. JK will review the removal of Appendix A and cross reference the Trust's TOR. The flowcharts and confidential annexe remain the same (cards will need to be updated – NA to diarise for September).</p> <p>SUBJECT TO AMENDMENTS THE TRUSTEES APPROVED THE POLICY</p> <p style="text-align: center;">- 16-19 Bursary Policy</p> <p>Add GVS to cover. Very little changed aside from age criteria and categories of vulnerable group student. Trustees asked about the uptake this year; JK said it is still underspent. The ESFA want VI Forms to do more to encourage the uptake of FSM for students (need to reapply). Only a small number of students currently take advantage of this. MG suggested that Y11 students who qualify for FSM could be better informed about the Bursary.</p> <p>TRUSTEES APPROVED</p>	<p>JK</p> <p>JK</p>
<p>The Chair and Trustees thanked JK for all her hard work and wished her all the best for her future endeavours.</p> <p>JK left the meeting at 12:20</p>	

3. POLICIES – ANDREW RICHARDSON

	ACTIONS
<ul style="list-style-type: none"> • NNAT Discretionary Leave of Absence Policy <p>AR highlighted the introductory paragraph regarding consulting the Executive Head Teacher. This should also be applied to the Exclusion Policy. The Trustees discussed the wording to ensure the position is clear regarding decision making. Trustees discussed the term “Acting Head Teacher” and agreed to remove this. Wording was amended accordingly.</p> <p>2.3 MG would like to see wording amended to reflect what happens at the Primary school. Amendments made by Clerk.</p> <p>TRUSTEES APPROVED</p> <ul style="list-style-type: none"> • NNAT Exclusion Policy <p>Apply the same introduction as discussed above, and applicable wording throughout. Other terms were amended.</p> <p>TRUSTEES APPROVED</p> <ul style="list-style-type: none"> • NNAT Sex, Relationships, Education for Life Policy <p>Amend front cover to reflect this is applicable only to High Schools. MG to bring Primary version to next meeting.</p> <p>TRUSTEES APPROVED</p> <ul style="list-style-type: none"> • NNAT eSafety Policy <p>Trustee assigned to esafety – Gill Pegg (already Safeguarding Trustee). Trustees asked if this policy replaces the previous five policies. AR clarified that this can be applied at all schools and the previous policies reassigned as “procedures”. Trustees discussed the need for encrypted sticks in the absence of remote access, to ensure GDPR rules are satisfied. Work devices should be used solely for work use and personal devices should be suitably locked. Trustees discussed the outlay for USB sticks, and the possibility of remote access for staff. Trustees discussed whether individual schools require their own procedures. The Trustees agreed that the eSafety policy should suffice. MG asked that a sentence is added that stipulates primary children are not to bring in mobile devices from home unless there is an SEN need, or the discretion of the Headteacher.</p> <p>SUBJECT TO AMENDMENTS, TRUSTEES APPROVED</p> <ul style="list-style-type: none"> • NNAT Educational Visits Policy – High Schools 	<p>NA</p> <p>NA</p> <p>AR</p>

Add “High Schools” to front page. Trustees discussed ratios of adults to children on trips. The Trustees asked for information relating to Evolve to be set out as an appendix. AR will revisit the policy and circulate to Trustees for review, once amended.

- **NNAT Complaints Policy**

Change to “procedure” rather than “policy”. Change cover to Trust wide. Change “children” or “pupil” to “student” throughout.

- **Health and Safety Policy – Stalham High School**

Remove term “Head of School”. Trustees discussed whether the policy should become a “procedure” rather than a “policy”. MG will work on a joint primary “procedure” to be attached to the Corporate Health and Safety Policy as an appendix.

4. SLT STRUCTURE FROM SEPTEMBER 2018 – ANDREW RICHARDSON

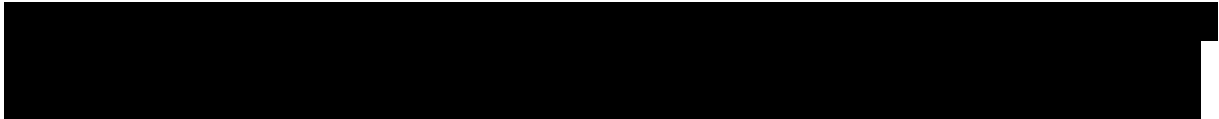
	ACTIONS
<p>Head of School at StHS will leave at the end of this term. Following this departure, there is an opportunity for restructure of the Senior Team across SHS and StHS. AR presented the proposal that Dawn Hollidge, Jayne Melhuish, Paul Norris and Lee McMahon will be nominated lead senior at StHS one day per week. AR explained how responsibilities will be apportioned across the Trust High Schools. Trustees checked the costs; AR explained how this is calculated. There will be a nominated lead teacher, Ben Philips, at StHS one day per week. BP’s presence and share of responsibilities will enable DH to support PN in Teaching and Learning. CC questioned whether this will be confusing for parents; who will they deal with if they have an issue; AR explained that there will be little change in terms of how things are dealt with; issues are escalated to the appropriate Senior Leader before coming to a Head. JW said that if the structure is successful, then AR, in his role of Executive Head, might naturally move more into the middle, in terms of time spent at both schools. If it is not successful, then this can be reviewed again. JW asked if the proposal has been well received by the Senior Leaders; AR said he believed it to be so. Trustees discussed line management within the team and pay scales. Trustees said it will be vital for the team to meet up regularly (AR, JM, DH, PN, LMC, BP and Ramin Keshavarz). Trustees requested a chart for line management. GP asked if any job descriptions or titles need to change; AR said that BP’s will. BP is relinquishing his TLR as he is stepping down as Head of History and another member of staff is taking this over.</p>	AR

5. BALANCED SCORECARDS

	ACTIONS
<ul style="list-style-type: none"> • <u>Sheringham High School – Andrew Richardson</u> <p>Pan 132 Perceptions of the school are good. Fully staffed. All qualified. CPD frozen. Restructure impacted on staff turnover. JW countered that this should not be considered within this measure. Trustees discussed 5-9 reporting. Either report on 4-9 or 5-9, or both. AR explained other figures in Outcomes. VI Form figures look especially pleasing compared to last year.</p> <ul style="list-style-type: none"> • <u>Stalham High School – Andrew Richardson</u> <p>Improvement in SEND and Disadvantaged results.</p>	

<p>Attendance 94.91% (amber), impacted by Y11. 13.87% persistent absence; JW remarked that there is no longer support from County. Student surveys are positive. External survey due. Fully staffed. All qualified (including the agency staff).</p> <ul style="list-style-type: none"> • <u>Antingham and Southrepps Primary – Marc Goodliffe</u> <p>Attendance is 96% (green) Pan at 49% which should see an escalating recovery with the Nursery provision. Really pleasing results in maths, writing and reading for KS2; improvement required in writing for KS1.</p> <ul style="list-style-type: none"> • <u>Gresham Village Primary and Nursery – Marc Goodliffe</u> <p>Currently at 59% of PAN (YR to Y6, 20 per year group). Nursery has two cohorts. Lesson observations – although this is green, MG is monitoring closely. MG explained the figures in Outcomes. Maths is good in both Y2 and Y6. Possible correlation between outcomes in English and what has been observed in terms of challenge in lessons. JW asked about attendance; MG said it is 95.8%.</p>	
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6. ANTINGHAM AND SOUTHREPPS - MARC GOODLIFFE

	ACTIONS
<ul style="list-style-type: none"> • Nursery update <p>Trustees welcomed the news the Nursery has been approved. Appointing to Early Years Lead role next week. Emma Harding, Constance Tyce and Chair of Governors, Sophie Hankinson are interviewing.</p>	
<ul style="list-style-type: none"> • Head of School Job Description <p><i>REDACTION (PERSONAL)</i> </p> <p>Trustees asked for a final job description to be circulated for approval.</p>	MG
<ul style="list-style-type: none"> • Replacement for Mr Uttley <p>An appointment has been made. CT and MG are positive about the appointment.</p>	
<ul style="list-style-type: none"> • Breakfast and after-school club <p>Advertisement made without the Trustees approval. AR and MG have discussed this. Trustees checked whether the costs of this are in the figures presented earlier. MG said that this should be cost-neutral.</p>	

7. TERMS OF REFERENCE/SCHEME OF DELEGATION – REVIEW

	ACTIONS
<p>JW reviewed the document and at this juncture, felt there are no changes but might be down the line, with the removal of a two tier system. Trustees discussed whether or not to establish an LGB at StHS. With a joint Senior Leadership Team, a joint LGB could be established. CC said it is important that members of LGB feel valued in their role. AR said that, given the changes at StHS it could be the right time, in order to dispel perceptions that StHS is simply a satellite of SHS, and give ownership to the school community. MG offered his views; GVS rotates the Chair every other year, good succession planning. Trustees asked MG</p>	MG

to send over a pen portrait of the three potential governors he is looking to appoint. Trustees discussed combining LGBs across the High Schools. The Trustees.

TRUSTEES AGREED TO LEAVE SHS LGB BY THIS TIME NEXT YEAR.

LGB STRUCTURE TO BE DISCUSSED AGAIN AT NNAT (FIRST MEETING OF 2019)

TOR TO REMAIN UNCHANGED.

8. CHIEF FINANCIAL OFFICER VACANCY

	ACTIONS
Mark Proctor from Lovewell Blake has been assisting in drawing up a job description and salary REDACTION (PERSONAL) [REDACTED] ideally look to appoint a qualified accountant. CC asked where they might be based; AR said that it makes sense that they are based with Central Team. Advertise from tomorrow (2-week deadline), shortlist 13 th July, 14:00, interviews on 20 th July. MP has been asked to provide a task for applicants to undertake. REDACTION (PERSONAL) [REDACTED]	

9. MINUTES OF MEETINGS – ACCURACY AND MATTERS ARISING

	ACTIONS
- 8 th and 12 th February (approval) Signed as a true and accurate record.	
- 23 rd March 2018 (accuracy and matters arising) Word “Confidential” removed from heading. Redactions approved. Matters arising dealt with.	

10. ANY OTHER BUSINESS

	ACTIONS
Since the last NNAT meeting a whistleblowing complaint was subsequently investigated at StHS by an external consultant; the Trustees have not drawn any conclusions from the outcome.	
Freedom of Information request – reply by 4 th July.	
Safeguarding: Friday 6 th July, all the Governors with a responsibility for Safeguarding and the DSLs are meeting.	
Head boy and girl interviews went well and appointments have been made.	
When asked why students are going to attend Sheringham VI Form, the quality of the teachers came out on top. Taster sessions were well received too.	
Hardware/network discussion about GVS next time.	
CC has been invited to attend a local school’s LGB.	

11. DATE OF NEXT MEETING TBA

There being no further business the meeting was closed at 16:49.