

NNAT MEETING



FRIDAY 16TH NOVEMBER 2018, 09:00 – 16:00
SHERINGHAM VI FORM, ROOM 44

PRESENT - TRUSTEES

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

ATTENDING

Sally Boardman – CFO	SB
Mark Proctor – Lovewell Blake	MP
Natasha Allen – Clerk	NA
Emma Harding – Head of School (ASP)	EH
Marc Goodliffe – Executive Primary Head	MG

ACTIONS challenges DECISIONS

ASP: Antingham and Southrepps Primary School; GVS: Gresham Village Primary and Nursery School;
 SHS: Sheringham High School; STHS: Stalham High School.

1. WELCOME, APOLOGIES AND DECLARATIONS – NATASHA ALLEN

	ACTIONS
CC welcomed the Trustees, CFO and Auditor to the meeting. There were no apologies and no declarations of interest. The meeting was quorate.	

2. PRESENTATION OF ACCOUNTS – MARK PROCTOR, LOVEWELL BLAKE

	ACTIONS
MP thanked AR, SB and her team for their help in conducting the audit and preparing the accounts.	
<u>Annual Report and Financial Statements</u> Page 1 – check requirement to have a named Company Secretary Page 11 – consider wording regarding level of reserves. There are currently no guidelines which state what the level should be. Norfolk tends to set ceiling of 8%, which would equate to £500K. Reserves are currently under £175K. The Trustees considered how high to set the target, with a note regarding financial climate. SB and JW suggested this should be a percentage of GAG (5%). Clean audit report; no points raised. Page 28 – Income and Expenditure Account and Statement: operating loss of £68K (in commercial terms); cash deficit of £21K; there has been a positive move on pensions this year. MP encouraged Trustees to review pages 39 onwards, including Central Services costs. There has been a question regarding the start figure for 2017 at ASP. MP reassured the Trustees that checking how the funds were allocated across the Trust won't affect the bottom line figure. MP is happy to sign off the figures, from an audit point of view. MP asked if the Trustees had any questions; Trustees had no immediate questions but will raise any further queries via SB.	SB
<u>Audit Completion</u> Discussion Points (4.1) – MP happy to sign off as “going concern”; SB to provide budget reports. SB informed Trustees of an ongoing insurance claim and a request for final pension figure. It is SB's understanding that there won't be any liability. Page 5 – MP discussed the absence of opening journals. SB worked with Lovewell Blake to unpick the figures. MP explained the revised valuation of GVS. Everything to be finalised for sign off at the AGM of Members on November 27 th . Page 9 – MP explained each of the Audit Observations in turn. MP will send through specific details from the Health and Safety reporting for Trustees to review. Academies Handbook now recommends there should be at least five members; Trustees accepted that it is difficult to recruit but will look at	

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possibilities. With regards to signed employee contracts, a staff audit is planned which is hoped will address this ongoing issue.	
The Trustees thanked MP and his team.	

MP left the meeting at 09:55**3. FINANCE – SALLY BOARDMAN**

	ACTIONS
SB said that completing the audit was challenging but the day-to-day financial work is almost on track and the accounts are nearing completion.	

GP arrived at the meeting at 09:58

	ACTIONS
Going forward, adjustments have been applied and the year-end will be processed on Sage. Lovewell Blake have helped with the “opening balances”; Sage will now be fully utilised for accounting. The Trustees asked how the new team are settling in; SB praised the new team members and how well they are working in their respective roles. A vacancy for Business Manager closes on 30 th October.	
<ul style="list-style-type: none"> • Standing Items; <ul style="list-style-type: none"> - Health and Safety report <p>A report has been put together by the Business Managers (applicable to this term, therefore the earlier mentioned items that were picked up by auditors are not included). FOLLOW UP The Trustees read through the report, and agreed that the level of detail was sufficient. AR added that since the report was completed, a gas leak has been discovered under one of the old laboratories and this has been switched off.</p> <p>CCTV is not working at STHS. The current contract was reviewed and a new provider has taken over. AR said that this is in hand. SB to check that there has been a HANDOVER TO PAT DUGGAN on the status of the CCTV. IMPACT ASSESSMENTS WILL NEED TO COMPLETED BEFORE THE CCTV IS ACTIVE.</p> <p>GDPR POLICY; this is in hand. AR will liaise with Clerk on this as soon as possible.</p> <p>Trustees discussed vermin problem in rural school setting; CT to check with Emma Harding regarding the storage of chicken feed at ASP.</p> <ul style="list-style-type: none"> - Meeting agenda planner <p>Broadband: two tenders received and opened in accordance with procedures. A third was received via email which was non-compliant; this will be considered for comparison purposes only. The Trustees will need to review the pros and cons. A REPORT WHICH SCORES THE PROVIDERS WILL BE CIRCULATED to the Trustees. TO BE AGREED ON DECEMBER 5TH AFTER THE SHS LGB MEETING.</p> <p>Employing consultants to review the cleaning tender for both High Schools will incur a charge in excess of £5K. This is a large tender and consultants have been used in the past to undertake these types of work. SB feels that there is no one available on the staff team to take on this piece of work, both in terms of time and expertise. SB would like to EXPLORE ALTERNATIVE CONSULTANTS, to compare what is offered and whether it is value for money. TRUSTEES AGREED.</p> <p>Pat Duggan and SB have agreed to review KGB contract. PD is keen to look at all the contracts and what annual checks are mandatory. SB said that PD will draw up some proposals if there are savings/changes that could be made.</p> <ul style="list-style-type: none"> - Letters to AR from ESFA Accounting Officer <p>Letter received thanking the Trust for the information regarding land and buildings information.</p>	<p>SB</p> <p>SB PAT DUGGAN</p> <p>AR</p> <p>SB</p> <p>SB</p>
<ul style="list-style-type: none"> • Financial Statements <p>Discussed already. TRUSTEES TO REVIEW highlighted sections and feedback to SB.</p> <p>Trade Union duties time was reviewed by AR; liaising with STHS who might have had a return.</p> <p>Appendix 1 – CLERK TO SEND SB UPDATED LIST</p>	<p>ALL</p> <p>NA</p>

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Page 11 – The Patch needs to be included in the Fundraising section. Trustees also raised school PTAs/Friends of School and felt that these should also be included. SB to UPDATE SECTION , liaising with Marc Goodliffe and Pat Duggan.	SB/MG/PD
Page 10 – ADD RISKS : TPS, Governance, Trust’s reputation. Trustees agreed that Sally could add these (use wording from Risk Register).	SB
CHECK ON REQUIREMENT FOR COMPANY SECRETARY ; Clerk has searched both the Articles and Academies Financial Handbook, and neither specifically mention that there has to be a Company Secretary. SB to double check.	SB
WORDING FROM PRIMARY STRATEGY TO BE SENT TO SB.	SB
Page 14 – ADD IN : Ofsted visits and outcomes, aspiration to grow the Trust by actively seeking other schools, GDPR, challenge of restructure at both High Schools in light of financial climate.	GP
Page 17 – CC will check all the highlighted Governance Reviews and DRAFT NEW WORDING for Trustees to consider.	CC

AR left the meeting at 10:50

	ACTIONS
SB has reviewed outstanding debts on Sage: <i>REDACTED (Confidential)</i> [REDACTED]	
Music lesson fees outstanding and Letting fees outstanding from 2016 (£1780). CT asked if there are still parents who don’t pay for music currently; SB is following up outstanding invoices. TRUSTEES AGREED TO WRITE OFF THE MUSIC/LETTING FEES DEBT FROM 2016.	
The Trustees thanked SB for her work.	

SB left the meeting at 11:05

	ACTIONS
<i>(REDACTED – CONFIDENTIAL)</i> [REDACTED]	
AR returned to the meeting 11:18 [REDACTED]	

4. POLICIES – ANDREW RICHARDSON

Car Parking Policy (Stalham High School)	ACTIONS
AR looked into the parking and is of the view that this should remain free to the staff who work for Right to Success Trust and Sure Start for the time being. Add Stalham High School to front cover. THE TRUSTEES APPROVED THE POLICY	NA
Health and Safety Policy (Stalham High School)	
Change SLT to Paul Norris.	NA

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THE TRUSTEES APPROVED THE POLICY**5. PAY PROGRESSION – ANDREW RICHARDSON**

	ACTIONS
Two challenges made to recommendations at Stalham – REDACTED (CONFIDENTIAL) [REDACTED]	

6. REDACTED (CONFIDENTIAL) [REDACTED]

	ACTIONS
The LGB are meeting next week and will inform the Trust of their decision. AR has contacted another local primary.	

7. NNAT GOVERNANCE MODEL

Scheme of Delegation	ACTIONS
The Trustees formally agreed the Scheme of Delegation. This will be reviewed on an ongoing basis. It was noted that this document is applicable for “Good” and “Outstanding” schools only. GP will look at drafting a Scheme of Delegation for schools graded “Requires Improvement”. The Terms of Reference Appendices are possibly redundant and superseded by the Scheme of Delegation. Amend front cover of Scheme of Delegation to state “For Good and Outstanding Schools”. GP will cross reference the Terms of Reference and draft appropriate amendments.	GP
Governing Bodies	
Ideally, Trustees wish to withdraw from governing STHS. The Trustees considered the practicality of forming a joint GB for the high schools. The Trustees discussed leaving the SHS LGB; Standards Committees were considered. Trustees agreed that proposals should be brought to SHS LGB for their consideration. JD expressed her views (from the perspective of being a former Governor of GVS) that the governance model was an important factor in the decision to join the Trust. By narrowing the remit of and changing the name of the LGB to Standards Committee could leave Governors feeling disempowered. JD fears losing vital skills from the Governing Bodies. GP and CC will draw up proposals for SHS LGB to consider; these will come to other Trustees for feedback beforehand.	NA AGENDA ITEM SHS GP/CC

8. NNAT WEBSITES

	ACTIONS
Trustees requested that there is a review of staff access to the websites in terms of IT staff being able to do basic updates. Trustees discussed the cost of an external audit of compliance of the website. Trustees discussed the GVS website and how to move this forward; consider a different “look” for Trust Primaries.	AR

9. DISCUSSION ABOUT THE E-SAFETY PROCESSES; ENCRYPTION ARRANGEMENTS ARE MAKING DATA ANALYSIS WORKING DIFFICULT

	ACTIONS

AR informed the Trustees about the technical and financial challenges facing the IT team. Secure workarounds need to be in place to be GDPR compliant. Staff lap tops with outdated systems are causing problems with access/encryption when used in school. A long term solution for IT staffing and software/hardware provision must be considered by Trustees. CT asked if money would be provided to update equipment in order to satisfy GDPR rules; Trustees felt this was highly unlikely. An audit of all ICT is underway.

10. BALANCED SCORECARDS – ANDREW RICHARDSON/MARC GOODLIFFE

Sheringham High School – AR commented on amber graded sections	ACTIONS
<p>Finance AR said that although there should be a positive change in SEND/Disadvantage figures this year, there is a minus VA reported. Attendance rates are still below target; Y10 have had the biggest impact with between 90% - 92% attendance. Trustees asked why and what is being done to improve Y10 attendance; AR responded that there has been a lot of illness in the first half of term. There is a focus on this year group. National average for persistent absence is 15% (figures released today, including the last 2 months of term for Y11s; would result in the figure of 16% for SHS). Trustees asked if cuts to support staff/pastoral care are a factor in terms of low Y10 attendance; AR said that he believes that it does play a part for school refusers who feel unsupported and staff are under pressure. There is no longer a Parent Support Advisor who can go out to students in their homes. The following is a list of interventions used for anyone below 94%: attendance plan: focus on register, action plan for students causing concern, planners, offers of counselling for students who need it, parentmail, liaison with Form Tutor, learning group, focus on disadvantaged groups, top form and top dog competitions for 100% attendance. CC checked the DoFE target and discovered there is not one; Trustees agreed to amend target figures accordingly.</p> <p>Processes Second round of observations, resulted in 98% of teachers delivering Good or Outstanding lessons. Trustees asked about the remaining 2%; AR explained how they are being supported. Student Voice will play an important part in Departmental Reviews.</p> <p>Staffing 1 staff member has left. Vacancy advertised and one application received to date. CPD currently frozen except for statutory training and internal CPD.</p> <p>Outcomes Predictions look encouraging. All percentages are in line with or exceeding National Averages.</p>	
Sheringham VI Form	
<p>Outcomes Improvement on last year's outcome, against National Average A Levels A*-E/VA: target 100%, predicted 97% VA = -12 AR CIRCULATE FFTASPIRE TO TRUSTEES</p>	AR
Stalham High School - AR showed Trustees the dashboard snapshot	
<p>Finance Hoping for 90 Y7 applications. Trustees discussed replacement signs for the school, now the Ofsted signs are down; using data from the FFTAspire, advertising that the school is above the national average. Data on SEND and Disadvantaged show a positive upturn and therefore this needs to be green. Attendance is close to target. Persistent absence is 14%.</p> <p>Processes External review to be green, given the progress the school has made. Kirkland Rowell survey to be done.</p>	

<p>Staffing Trustees asked if the insurance retention monies are being utilised for staff absence; AR TO CHECK</p> <p>Outcomes Mock exams have not been completed yet; therefore, the predicted figures for E&M 5-9 may see an increase. Ebacc figures are affected by low take up of MFL. Going forward there will be an upturn in students taking MFL.</p>	AR
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11. SAFEGUARDING – GILL PEGG

	ACTIONS
Behaviour policy to be issued with Safeguarding/CP Policy to all new appointments.	AR

12. MINUTES OF MEETINGS – ACCURACY AND MATTERS ARISING

11th September 2018	ACTIONS
<p>Signed as a true and accurate record.</p> <p>CHECK WITH SB/MG REGARDING ABSENCE INSURANCE AT ASP</p> <p>Apprenticeship Levy is being reviewed by SB JD confirmed that the lease for the car park at GVS has been redrafted and Pat Duggan has obtained quotations for resurfacing. All other matters dealt with.</p>	AR
17th October 2018	
<p>Signed as a true and accurate record.</p> <p>All matters dealt with.</p>	

13. ANY OTHER BUSINESS

	ACTIONS
<p><i>(REDACTED – CONFIDENTIAL)</i></p> <p></p>	AR
<p>CT proposed introducing a monitoring programme for Trustees; i.e. attendance issues have been raised for both High Schools and this could be focus for monitoring. JD suggested lunch with students once a term would be a good idea. AR said the monitoring programme should be based on the SIDP; Trustees agreed. CC suggested reviewing the success of the marketing of VI Form. Departmental Reviews and attendance of the HODs at Governing Body or Trustee meetings will enable ongoing monitoring and review of impact.</p>	

AR left the meeting at 13:30

MG and EH arrived at 14:30

CONTINUATION OF ITEM 6 – BALANCED SCORECARDS (PRIMARY SCHOOLS) – MARC GOODLIFFE AND EMMA HARDING

Antingham and Southrepps Primary School	ACTIONS
<p>The Trustees congratulated EH on her results. EH said that Y2 writing and maths for Y6 were not as good as hoped. External review by Emma Adcock highlighted these areas for focus.</p>	

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<p>There is a new Y5/6 teacher.</p> <p>The Trustees were thrilled to hear that the new Nursery has 11 on role and 3 more are joining in January 2019. Trustees asked how many of these might transition to the main school. EH said that the Nursery Lead is being very proactive in ensuring as many as possible stay with the school.</p> <p>Parent survey completed in September was very positive and EH feels that the school is well supported by the parents.</p> <p>The budget grading of amber, reflects the level of reserves and falling role. EH is hopeful that the nursery will begin to turn around the fortunes of the school in the long term.</p> <p>EH discussed the impact of staff absences on her ability to carry out her monitoring role effectively. MG has told EH to book supply cover in order to do this. If Ofsted come next academic year, then it is vital that EH gets her teeth into her role.</p> <p>MG said that Emma Adcock has raised concerns about the quality of teaching. MG has fed this back and drawn up an action plan with the staff member. MG felt that the staff member is fully engaged with the changes and he is confident it can be turned around. Trustees asked how often this is being monitored; MG said he goes to observe on a weekly basis, in line with Trust policy.</p> <p>JW asked about the nursery at ASP, and what the target figure on role would break even; MG said that it is 12. EH said that some do 30 hours and some are buying additional sessions. MG and SB are meeting next Friday.</p>	
<p>Gresham Village Primary School</p> <p>Acknowledged poor set of results this summer.</p> <p>Ofsted expected any time from June 2019, so staff are very focused on the back of the results.</p> <p>An NQT was appointed for Y5/6 this September and this has been a positive appointment. MG is hoping to employ another NQT next September, and will this will come to the Board as part of the budget for consideration by the Trustees.</p> <p>MG said that there had been an overall positive response from parents via a survey, but there were points raised about homework and the curriculum that MG has swiftly acted upon. Trustees asked for figures on satisfaction from parents (Would you recommend the school?); MG will add figure to scorecard.</p> <p>MG will meet with SB to discuss budget.</p> <p>Some staffing issues have been tackled, in terms of covering duties. There is, however, long term sickness in the TA team which is having an impact.</p> <p>MG said that he feels that the next Ofsted visit will find the school to be “Good” and that there is some way to go before it could be classed “Outstanding”.</p> <p>External review by Emma Adcock has highlighted areas for improvement (section to be amended to amber).</p> <p>With regards to targets, Trustees asked what will be different this year; MG said that last year two students left and of the remaining students, one was SEN and three didn’t perform on the day. There is a key focus for English, in particularly looking at planning. Phonics were found to be good and data reflects this.</p> <p>MG to add in “persistent absence”. Overall attendance is above target.</p> <p>Trustees asked about lesson observations; MG to add this in to the “Processes” section. MG feels that this would be amber grading.</p> <p>GP asked about the disadvantaged gap; MG said that based on in-school data, children at GVS are making more rapid progress than those who do not fall into this category.</p>	
<p>Trustees checked the action points for MG from the NNAT minutes of 11.09.18:</p> <ul style="list-style-type: none"> • CIF bid for replacement windows at ASP is being submitted by Trust. MG is keen to do some remedial work in the meantime. MG feels that the first impression of the school, in terms of the décor of reception and some of the classes, is poor and will discuss with SB regarding funding. MG said he will also be discussing the Apprenticeship Levy with SB regarding how much might be available and how it can be used. 	

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| <ul style="list-style-type: none">• CC raised the look of the website and informed MG that SB is looking into the contract.• CT asked about the vermin problem at the Primary Schools; EH said the chicken feed is not the issue, but the apple trees are attracting the rats. | |
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Trustees thanked EH and MG for their reports.

14. DATE OF NEXT MEETINGS

27 th November, 17:00; sign off accounts and AGM at Stalham High School
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There being no further business, the meeting was closed at 14:35