

The Harmony Trust

Board of Trustees

Meeting – 1 July 2019, 6.00 pm

Approved Minutes

		Action Lead	Action Date
	<p><u>Present:</u></p> <p>Paul Makin (Chair), Ashley Forbes, Philip Moulden, Norman Hole, Graham McGuffie, Olwyn Smythe</p> <p><u>In attendance:</u></p> <p>Antony Hughes (CEO) Maggie Williams (Director of Infrastructure) Suzanne Thompson (Chief Financial Officer) Jane Green (Director of Strategic Initiatives) Tracey Mellor (Head of Operations) Wendy May (Head of Safeguarding and Data) Jonathan Bell (Executive Principal) Andrew Jones (Conatous Associates Ltd – Clerking services)</p>		
1	<p><u>Apologies for absence</u></p> <p>Apologies were received and accepted from Sajen Bakht, Kit Thorne, Sara Bashir, Marian Simmons, Anne Weinstock.</p> <p>Olwyn Smythe was welcomed to her first meeting.</p>		
2	<p><u>Presentation by Jonathan Bell, Executive Principal</u></p> <p>Jonathan Bell made a presentation to the Board for his NPQEL qualification: Developing a business strategy for growth in The Harmony Trust</p> <p>Key points highlighted:</p> <ul style="list-style-type: none">- Funding for growth is less available than in the past- The paramount importance of due diligence prior to schools joining the Trust		

	<ul style="list-style-type: none"> - The need for realistic benchmarks within the due diligence process so that schools do not maintain reserves that are too high - Key learning points from the Outwood Grange (OGAT) due diligence process - The link between the OGAT finance due diligence and the OGAT curriculum led planning model - A proposal to review the Harmony Trust’s due diligence process - Lessons learned from previous growth in the Harmony Trust - Adopting and adapting the OGAT 5-day “Way forward” process – where needs are identified and form the basis of an co-constructed immediate and costed action plan - Growth opportunities through partnership working (other schools and local authorities) – the need to build on successes so far and to develop longer term contracts to embed stability - The need to ensure that capacity needs are balanced – so that external support is not to the detriment of Harmony Academies and children - Developing a directory of professional strengths within the Trust <p>Questions and key points raised by Trustees</p> <ul style="list-style-type: none"> - The financial criterion used by OGAT - Ethical issues in strictly applying the due diligence model - The importance of increasing accurate information garnered from the incoming school - The structure and capacity needed for the OGAT 5-day process - The initial steps applied by OGAT in relation to behavioural expectations - The importance of having a range of performance profiles within a Trust in order for balance capacity givers and takers <p>Trustees thanked Jonathan for his presentation.</p> <p>The CEO proposed that the Trust team produce an advice note for the Board at a future meeting</p>		
		CEO	TBC

3

Improving outcomes for disadvantaged learners in Opportunity Areas

Jonathan Bell made a presentation to the Board for his NPQEL qualification: Pupil Premium: How to support our disadvantaged and vulnerable pupils.

Key points highlighted:

- Jonathan had worked with Marc Rowland to review pupil premium practices across the Trust
- The review methodology included: half day review visits in Oldham Academies and one day review visits in Derby
- Each visit had focused on what Pupil Premium strategies are in place, how funding is used and a review of documentation.
- In each Academy the review team spoke to senior leaders, other staff, pupils and also looked at some taught lessons.
- It's clear there is not a "once size fits all approach" to using pupil premium funding
- What does success for pupil premium children look like?
- Further advice had since been issued about pupil premium ring fencing of funding – it is no longer strictly ring-fenced which enables support for all disadvantaged children
- The report recommended identifying precisely the barriers to progress
- The need to focus strategy where it has the greatest influence

Trustees thanked Jonathan for his presentation and for the reassurance it gives. Trustees commented on Jonathan's evident passion for this.

The CEO commented that the report reflects two of the Trust's values: to use evidence-based approaches and to influence local, regional and national practice. The approach will underpin future partnership work. The reports credibility is underpinned by the high quality of practice in this area in Jonathan's school.

4	<p><u>Minutes and Matters arising from previous meeting</u></p> <p>Draft notes of the meeting of 13th May 2019 were circulated. They will be circulated again as a final draft for approval as accuracy at the next Board meeting.</p> <p>Matters arising:</p> <p><u>6 Health and Safety Audits</u></p> <p>All 5 Oldham Academies had now benefitted from Health and Safety Audits led by the Local Authority.</p>	Clerk	Oct 2019
5	<p><u>CEO Report</u></p> <p><u>The CEO had previously circulated two reports – one focusing on Derby Academies on one on its Oldham Academies.</u></p> <p>Key points highlighted:</p> <ul style="list-style-type: none"> - The Northmoor inspection led to a judgement of good with outstanding features - This is of reassurance to Trustees given that it had been achieved during a period of significant growth - Key Stage outcome are expected next week and a summary report will be circulated to Trustees as soon as possible - Leadership changes from September to enable support for other Academies - Changes had been implemented in order to support the CEO given the pause on the recruitment of a Deputy CEO - Teacher recruitment in Oldham had been successful – the partnership with TeachFirst continued to bear dividends - Staffing structures were now optimal and would not sustain further reductions - Leaders have been engaged with the realities of the budget setting process and the need for further efficiencies - The Federated Governing Body of Arbourthorne and Gleadless Primary Schools had formally resolved to apply to become Academies within 		

	<p>the Trust. These would form a Sheffield Hub. Due diligence processes would be initiated soon.</p> <ul style="list-style-type: none"> - The outcome of this will be reported back to the Board - Further commissions were expected from the Oldham Opportunity Area - Work is planned across all Academies to review the strategic plan and to make proposals for its refresh. - The Derby Hub Board would be Chaired by Philip Moulden from September now that the CEO is no longer a Trustee. <p>Questions and key points raised by Trustees</p> <ul style="list-style-type: none"> - The Board's role in signing of due diligence reports for new schools - The impact on infrastructure of a new hub forming in Sheffield - The Governance Structure for the Sheffield Hub - The invaluable work undertaken in external reviews in the Derby Hub 		
6	<p><u>ESFA BRRF submission and current budget projections</u></p> <p>Key points highlighted:</p> <ul style="list-style-type: none"> - The Finance, Audit and Risk Committee had discussed the proposed budget proposal and had recommended it to the Board. - The proposal had been scrutinised rigorously by the Committee - The Committee would have a standing item on scrutinising the assumptions made in the proposals. <p>Questions and key points raised by Trustees</p> <ul style="list-style-type: none"> - Whether nationally negotiated pay deals would be funded. <p>The Board approved the 2019/20 Original Budgets, incorporating the leadership actions and the submission of this and the forecasts to the ESFA.</p>		

7	<p><u>Policy approvals:</u></p> <ul style="list-style-type: none"> - A policy group had been set up on Office 365/OneDrive - Four polices had been uploaded into the Portal - Views were sought from the Board by the end of the academic year. - The policies being reviewed are: <ul style="list-style-type: none"> o Complaints o Freedom of information o Equality and diversity o Exclusions - The final drafts would be circulated for approval by e mail. - All Trustees to be issued with an invitation to the portal 		
8	<p><u>Hackwood Farm update and adoption of new articles of association</u></p> <p>Key points highlighted:</p> <ul style="list-style-type: none"> - Pupil number continue to be a challenge and are subject to frequent (daily) changes - The Academy would now open with children in all year groups from FS1 to Year 4. - Staffing appointments have been made - The building would be handed over on 15 August - A pre-opening Ofsted inspection would take place soon - There had been some challenges in the project caused by the late awarding of the school to the Academy. - It is a requirement, under the DFE free school presumption, that any new academies opened through this route must have the most up-to-date model Instruments of governance issued by the DFE. The Trust already has the most up-to-date model for its Master Funding Agreement, having adopted this in order to open two academies in Derby last year which are part of a PFI scheme. The Trust's Articles of Association are, however, <u>not</u> the most up-to-date version. - The Trust's solicitors had drafted new Articles based on the current DfE Model Articles. These had been previously circulated. 		

	<p>- It is proposed that the Trust Board recommends the adoption of the new Articles of Association to Members and that, in turn, Members adopt the new Articles by resolution, transacted via correspondence, to enable the Trust to successfully open Hackwood Farm in September.</p> <p>The Board agreed to recommend the adoption of the new Articles to Members. The Clerk will arrange their signing.</p>	Clerk	July 2019
8	<p><u>Dates and times of meetings 2019/20</u></p> <p>The Clerk had circulated dates of meetings for next year. Trustees noted these proposed dates.</p>		
	<p><u>Any Other Business</u></p> <p><u>Feedback from Trustee</u></p> <p>Sara Bashir, who is also a parent as well as a Trustee, had e mailed the clerk to express her thanks and appreciation for the provision and support made available to her child who attends Greenhill Academy. The clerk read her e mail to the Board.</p> <p><u>Building access fobs for Trustees</u></p> <p>Ashley Forbes asked whether Trustees could be issued with building access fobs for the Northmoor, given that they all had enhanced DBS checks, in ease arrivals and departures from meetings. It was agreed to provide these.</p> <p>There being no further business the meeting closed at 19.45</p>		