

## The Harmony Trust

### Board of Trustees

#### Meeting – 9th October 2017 – 6.00 pm

### Minutes

	Item	Action
	<p><b><u>Present:</u></b> Paul Makin (Chair), Antony Hughes (CEO), Sajen Bakhnt, Sara Bashir, Ashley Forbes, Norman Hole, Graham McGuffie</p> <p><b><u>In attendance:</u></b> Maggie Williams (Director of Strategy), Suzanne Thompson (Director of Finance), Tracey Mellor (Director of Business Management), Wendy May (Lead Professional, Safeguarding, Health and Safety and Data), Andrew Jones (Academise UK – clerking and secretariat services).</p>	
1	<p><u>Apologies for absence</u></p> <p>Apologies were received and accepted from Marian Simmons.</p>	
2	<p><u>Declarations of interest</u></p> <p>The clerk explained the process for declaring conflicts of interests, if necessary. All Trustees present had completed paper declarations prior to the meeting.</p>	
3	<p><u>Election of Chair</u></p> <p>Paul Makin was elected unopposed as Chair.</p> <p>Nominated – Antony Hughes</p> <p>Seconded – Norman Hole</p>	
4	<p><u>Minutes and Matters arising from previous meeting</u></p> <ul style="list-style-type: none"><li>- 15<sup>th</sup> May 2017</li><li>- 10<sup>th</sup> July 2017</li></ul> <p>The minutes of 15<sup>th</sup> May were accepted as a correct record with no amendments.</p> <p>The minutes of 10<sup>th</sup> July were accepted as a correct record with no amendments.</p> <p>The following matters were discussed:</p> <p>15<sup>th</sup> May – <b>Item 4</b> – the Teaching Innovation Fund bid was not successful</p>	

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CEO Report

The CEO presented his report to Trustees.

Key points included:

- Three of the Trust's Academies had been inspected by Ofsted during the last month. All three were found to be at least 'good' in every aspect and one had also had some 'outstanding' features. The CEO highlighted the impact that senior leadership in all three academies had had leading to this outcome and asked the Board to note his thanks to them.
- Feedback from the inspection teams about the Trust's model of Governance was recognised positively by inspectors and, in particular, the impact created. The differentiated model of governance was also praised.
- The CEO thanked Trustees for their involvement in the inspections, especially the Chair.
- It was noted that lessons learned by the Trust had been logged for future inspections.
- The summary of 2017 pupil outcomes was discussed – this will now lead to Academy by Academy dashboards which will be issued to Trustees soon.
- The outcome show above national average improvements in pupil outcomes with most individual Academy attainment levels also above national averages.
- There will continue to be a focus on EYFS and KS1 outcomes in the future as well as a refreshed focus on vulnerable children
- A new external adviser is to be appointed to provide advice, support and challenge for the CEO on pupil standards and progress
- The Trust has been funded by the DfE to establish a Hub in Derby. The Trust opened its first Derby Academy on 1<sup>st</sup> September and 6 other schools have voted to begin the process of joining the Harmony Trust.
- There is a need to develop a Hub Board for Derby.
- It was noted that there had been developments in a greater strategic relationship with Oldham MBC and what the Trust can offer more broadly. As part of this the LA had encouraged the Trust lead a bid for DfE Strategic School Improvement Funding (SSIF).
- The organisational impact of growth was identified as an area to review, particularly in relation to senior roles across the Trust, and the Director of Specialist provision and Professional Development is to present a report on this to the CEO by the end of October.
- The Harmony Trust Teaching School Alliance is now being launched.
- Data relating to vulnerable children was highlighted to Trustees, and attendance/persistent absences. It was noted that attendance was a difficult area in which to have impact. A direct campaign with parents on improving attendance will be launched this term.
- There will be a whole Trust conference on 27<sup>th</sup> October and will focus on engaging staff in the Trust's Strategic Plan including the establishment of Harmony Learning Communities focussed on specific themes looking at implementing research into practice.
- The CEO asked Trustees specifically to recognise and note the work of the Trust Leadership Team in delivering the outcomes contained in his report.

	<p>The Chair echoed this and asked Trustees to note the work of the CEO and, therefore, schools further afield were now interested in joining the Trust.</p> <p>Key points discussed included:</p> <ul style="list-style-type: none"> <li>• In response to challenge from the Chair, the CEO confirmed that the inspection outcomes matched the self-evaluation in each academy.</li> </ul> <p>The Chair reiterated:</p> <ul style="list-style-type: none"> <li>• the need for the Board to continue to have high expectations for each Academy.</li> <li>• The need to continue to make improvements in all Academies, especially in relation to children’s progress.</li> <li>• The importance of the Trust website and Academy websites being compliant and representative of the vibrancy of the Trust.</li> </ul> <p>in discussion it was noted that:</p> <ul style="list-style-type: none"> <li>• That assessment outcomes were moderated internally and, also, externally by Oldham LA.</li> <li>• The key features of the Harmony Trust that had been found attractive by the new schools joining.</li> <li>• The need for a future discussion and debate about how the Board holds more geographically distant schools to account and the structure needed for that. Norman Hole and Ashley Forbes agreed to work with the CEO and Derby Governors to develop the Governance model.</li> <li>• The need to better understand the impact of growth both to quantify benefits and, also to identify risks. The Chair proposed that this be an agenda item on the next agenda and the CEO further proposed to review the strategic plan at the same time.</li> <li>• The impact on higher admissions at Northmoor on attendance figures.</li> </ul>	<p>AH NH AF</p> <p>AJ</p>
6	<p><u>Annual safeguarding report</u></p> <p>The Lead Professional for Safeguarding presented her report to Trustees.</p> <p>Key points included:</p> <ul style="list-style-type: none"> <li>• Positive feedback from the recent Ofsted inspections highlighting the impact of the Trust.</li> <li>• An audit process for monitoring the impact of Safeguarding approaches</li> <li>• Online Safeguarding tools have been procured and implemented</li> <li>• Network meetings for DSLs are now in place and are well received and a means of ensuring compliance and an opportunity to share practice</li> <li>• Key priorities are contained in the action plan received by Trustees</li> </ul>	

	<p>Key points discussed included:</p> <ul style="list-style-type: none"> <li>• [in response to the Chair’s questioning] The connection between the Trust’s monitoring of LAC children’s progress and the Virtual School Headteacher for LAC. This is in place for individual Academies but needs developing further for the Trust.</li> <li>• The support for and development of parallel safeguarding support in the Derby Hub. It was noted that a local behaviour network had been established between the 7 Derby schools and that this could, then, provide a template for an equivalent safeguarding network.</li> <li>• The need to develop oversight of health and safety in the Derby hub including the approval of educational visits.</li> </ul>	
7	<p><u>Paper on external commissions</u></p> <p>This paper for this item has been deferred to the next meeting.</p> <p>The Director of SPPD highlighted some key points in advance:</p> <ul style="list-style-type: none"> <li>• How to best support the Harmony Trust Teaching School Alliance</li> <li>• The development of school improvement capacity within the Trust</li> <li>• The development of school to school support and partnerships</li> <li>• How all the above might be supported through externally commissioned support.</li> </ul>	
8	<p><u>Scheme of Delegation</u></p> <p>The CEO and Director of Finance presented a brief update report to Trustees.</p> <p>Key points included:</p> <ul style="list-style-type: none"> <li>• The key functions of the scheme of delegation</li> <li>• A number of key amendments including: amendments to the Trust’s Academy advocate role to make it proportionate to Academy needs; to introduce a means of all Academy Forum meetings reporting to the Board; changes to the meeting patterns for the Trust Leadership Team and principals.</li> <li>• Future amendments will be needed to establish the Derby Hub governance model.</li> <li>• The list of signatories has been updated to reflect new staffing appointments and changes from growth.</li> </ul> <p>The amendments to the scheme of delegation were all accepted and approved.</p>	
9	<p><u>Pay Award 2017/18</u></p> <p>The Director of Business Management presented a brief update report to Trustees.</p>	

	<p>Key points included:</p> <ul style="list-style-type: none"> <li>• The pay award for teachers has recently been published and includes differential pay awards of up to 2%.</li> <li>• The need to consider the award for teachers on the upcoming pay award for support staff.</li> </ul> <p>Key points discussed included:</p> <ul style="list-style-type: none"> <li>• The impact of paying or not paying the enhanced award on retention.</li> <li>• Whether an enhanced pay award is affordable.</li> <li>• Whether an enhanced award for teachers sets a precedent for all staff.</li> </ul> <p>It was agreed to apply the 2% pay award for all teachers. A further update on the potential full cost implication for all staff to be prepared for the next Board meeting.</p>	
10	<p><u>Committee membership</u></p> <p>The following Trustees agreed to serve on the Trust’s two standing committees:</p> <p><b><u>Finance Risk and Audit:</u></b></p> <p>Norman Hole (Chair), Sajen Bakht, Paul Makin, Antony Hughes (ex-officio)</p> <p><b><u>Standards and Performance:</u></b></p> <p>Marian Simmons (Chair) Sara Bashir, Graham McGuffie, Ashley Forbes, Paul Makin, Antony Hughes (ex-officio)</p> <p>It was proposed to trial holding one committee meeting in person per Board meeting with a virtual meeting (by conference call) for the other committee. These committees to alternate so that each committee meets in person once per term and then meets virtually once per term. It was agreed to trial the meeting pattern. The clerk to circulate a revised meeting timetable.</p>	AJ
11	<p><u>Audit timetable</u></p> <p>The Director of Finance presented a brief verbal update on the external audit timetable to Trustees.</p> <p>Key points included:</p> <ul style="list-style-type: none"> <li>• The timeline for the annual external audit process leading to the presentation of the annual report of the Trustees followed by the Annual General Meeting including Members.</li> </ul>	
12	<p><u>Policy approvals</u></p>	

	<p>The Director of Business Management presented a number of amended policies to Trustees and an overarching summary document:</p> <ul style="list-style-type: none"> <li>- The policy formation process</li> <li>- Safeguarding</li> <li>- Health and safety</li> <li>- Capability</li> <li>- Charging and remissions</li> <li>- Disciplinary</li> <li>- Family leave</li> <li>- Grievance</li> </ul> <p>All revised policies were approved by the Board.</p>	
13	<p><u>Any Other Business</u></p> <ul style="list-style-type: none"> <li>- <u>Long Service Award</u></li> </ul> <p>The Director of Business Management presented a brief report to Trustees.</p> <p>Key points included:</p> <ul style="list-style-type: none"> <li>• The benefit of introducing long service awards for staff who achieve 25 years' continuous service in the Trust or in a local authority.</li> <li>• The financial implication of such an award is minimal.</li> <li>• The staff benefit scheme (vouchers) to be used as an award (to the value of £100)</li> </ul> <p>The Board of Trustees agreed to the introduction of the long service award.</p>	
14	<p>There being no further business, the meeting closed at: 7.40 pm</p>	