

## The Harmony Trust

### Board of Trustees

Meeting – 27 March 2017 – 6.00 pm

#### Approved minutes

	Item	Actions	
		Lead	When
	<p><b><u>Present:</u></b></p> <p>Paul Makin (Chair), Sajen Bakht, Antony Hughes (CEO), Jayne Lawrence, Mike Parker, Marian Simmons</p> <p><b><u>In attendance:</u></b></p> <p>Andrew Jones (Clerk/Secretariat), Tracey Mellor, Suzanne Thompson, Wendy May</p>		
1	<p><u>Apologies for absence</u></p> <p>Apologies for absence were received and accepted from: Sandy Dixie and Riaz Ahmad and Kit Thorne and Dominic Wall (for Members' Training). Apologies were also received and accepted from Maggie Williams, Strategic Adviser to the Board.</p>		
2	<p><u>Development session and training for Trustees and Members on academy dashboards</u></p> <p>2.1 WM led the session on familiarising Trustees with the data dashboards – there are 5 in all – one per academy (except for Northmoor) and one for the Trust.</p> <p>2.2 The training focused on a detailed look at how each dashboard is made up and, then, how data sets are calculated.</p> <p>2.3 It was agreed that the dashboards would be useful for Trustees generally but for Trustee Academy Advocates, in particular, in order to have informed discussions within their Academies to hold them to account.</p>		

	<p>2.4 It was also noted that the dashboards could be used to focus activity and in particular, where there is a funding pressure (e.g. pupil premium).</p>		
3	<p><u>Minutes of the meeting on 23 January 2017</u></p> <p>3.1 The minutes were agreed as an accurate record.</p> <p>3.2 All actions within the minutes are covered on this agenda.</p>		
4	<p><u>CEO's report</u></p> <p>4.1 The CEO introduced his report.</p> <p>4.2 Trustees requested summaries of the two schools in Derby joining the Trust. The CEO gave details of both Cavendish Close Junior School and, also, Lawn Primary School. Other schools in Derby have also expressed an interest in potentially joining the Trust.</p> <p>4.3 Trustees asked about the changes to the Christmas closure plans. The CEO reported that lessons were being learned in relation to communicating future changes. The consultation has now formally closed and the CEO has tabled a fifth option which he will seek a steer from the Board as there had been unanticipated consternation and impact on morale among some staff about the Trust's rationale for what had only been intended as a decision to formalise existing arrangements and ensure parity of treatment across the workforce. The Chair linked these developments to other possible future changes discussed at the Finance, Audit and Risk Committee earlier.</p> <p>4.4 Trustees noted the senior appointments and changes in roles at Director level.</p> <p>4.5 The CEO highlighted a number of senior leadership roles within Academies that are currently temporary and committed to resolve these on a permanent basis in the next period.</p> <p>4.6 The CEO highlighted current levels of pressure from external accountabilities in outcomes and results, impending Ofsted inspections and broader internal pressures by virtue of the Trust's change programmes.</p> <p>4.7. The CEO reported that staff at the Richmond early years facility were to TUPE to the Trust.</p>		
5	<p><u>SEF update</u></p> <p>5.1 The CEO introduced the strategic delivery plan which has been formed from the SEF tabled at the last meeting. The CEO is keen to</p>		

	<p>ensure that the ownership of the plan is distributed and that, also, it remains a strategic document and does not become too operational.</p> <p>5.2 Trustees asked how consistent academy improvement plans are and the CEO reassured the Board that there is consistency and the individual plans are a strength of the Trust. The Chair suggested that a linkage could be made from the plan to its delivery in the Trust's Academies by including a delivery objective in the Principals' performance management. The CEO said he would take this up.</p> <p>5.3 Trustees asked when pupil premium reviews are going to take place and whether these would be referenced in the strategic plan. The CEO said that he planned for the Trust to scope an implementation plan in the Summer term and roll out for the next academic year depending on the capacity of the chosen provider, the National Education Trust.</p> <p>5.4 The CEO highlighted that the TLT would own the plan and ensure its progress and monitor impact.</p> <p>5.5. The Chair suggested an additional column for RAG rating progress in a version that could be tabled at Trustee meetings.</p> <p>5.6 WM highlighted that she was developing a Trustee Advocate folder containing key performance and safeguarding information.</p> <p>5.6 Trustees approved the strategic plan.</p>	AH	Sep 17
6	<p><u>Use of working time</u></p> <p>6.1 The CEO led Trustees through the paper that had been tabled and updated Trustees on progress towards implementing changes tabled at the January Board meeting.</p> <p>6.2 The calendar for 2016/17 could not be amended to accommodate Eid but would be from 2017/18 based on a model used in Tower Hamlets (where some existing school holidays are rescheduled to cover Eid). The CEO agreed to check on the impact of the approach and to report back to a future Board meeting and in advance of a final decision being taken on the calendar.</p> <p>6.3 Training days would be used differently from 2017/18 to ensure that training opportunities are maximised.</p> <p>6.4 The CEO noted some nervousness within the academies about making further changes due to concerns about the reaction from some staff to adding additional days to the current OMBC Christmas</p>	AH	May 17

	<p>and summer terms in order to close for Eid and have whole training day. The CEO recognised that some changes to the proposals might be needed depending on the response of staff.</p> <p>6.5 The move to PPA in half day blocks and the additional report writing day had been received well by staff. The CEO highlighted a further commitment to greater CPD entitlement for staff which will be phased in.</p> <p>6.6 The CEO noted the introduction of enhanced flexible working so that staff affected by changes to the Christmas closure proposals would be recognised formally for their work over and above during the year. In order to recognise the Trust's decision to remain closed over the entire Xmas period, and in response to the consultation, it is proposed to provide an additional two days' leave entitlement for all affected staff. This would also ensure equality of treatment for the entire workforce.</p> <p>6.6 Trustees approved the line of travel within the paper and the CEO agreed to inform Trustees of any amendments to proposals via correspondence.</p>		
7	<p><u>Any other business</u></p> <p>7.1 The Chair of the FAR Committee reported the Committee's decision to bring forward proposals to alter the level of reserves. A paper will be tabled at the next Board meeting.</p> <p>7.2 The Board discussed the timing of meetings in future. It was agreed for one sub-committee to meet at 3.00pm and another at 4.30pm on the day of the main Trust Board which would then meet at 6.00pm. Trustees requested that the committee starting at 3.00 should alternate.</p> <p>Meetings for 15<sup>th</sup> May, therefore:</p> <p style="text-align: center;"><b>Standards and Performance Committee at 3.00pm</b>  <b>Finance Audit and Risk Committee at 4.40pm</b>  <b>Board of Trustees at 6.00pm</b></p> <p>7.3 The CEO suggested tabling a paper to set out the recent changes in Governance within the Trust and, in particular, their impact (e.g. Parent Forum meetings etc).</p>	ST  AJ  AH	May 17  May 17  May 17
8	<p><u>Date and time of next meetings:</u>  Monday 15<sup>th</sup> May 2017 – 6.00 pm  Monday 10<sup>th</sup> July 2017 – 6.00 pm</p>		

	<p>There being no further business the meeting closed at 7.45pm.</p> <p>Items for future agenda:</p> <p>Discussion paper on the Trust's reserves.</p> <p>Discussion paper on impact of changes in Governance arrangements</p>		
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