

EXTRAORDINARY MEETING OF MEMBERS AND TRUSTEES

BOLTON IMPACT TRUST

MONDAY 25 SEPTEMBER 2017 AT 4.00PM AT YOUTH CHALLENGE

Present: Mary Powell (MP) - Chair of Trustees, B Atkinson (BA), K Davies (KD), Paul Hodgkinson (PH) - Executive Head Teacher, Mike Sidebottom (MS) and Allan Slater (AS)

In Attendance: Rebecca Leonard (RL), - Academy Lead, Youth Challenge and Vice-Principal, David Smith (DS) - Finance Director and Emma Stoddard (ES) – Clerk

MARY POWELL IN THE CHAIR

1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Kevin Gribbin, T Grimshaw and Su Long.

2. DECLARATION OF INTEREST

No declarations of pecuniary interest were made.

3. NOTIFICATION OF ANY OTHER BUSINESS

One item of Any Other Business was notified at this stage.

i) Changes to Local Governing Board Terms of Reference

4. FINANCIAL STRATEGY

The Board of Trustees, having designated details of the discussion that followed as confidential in accordance with Article 125 of the Articles of Association, this information is excluded from these minutes.

5. PUPIL OUTCOMES REPORT

The following reports had been circulated with the agenda:

- 2016-17 Outcomes Data
 - Headline Data
 - KS2 and Baseline to Exit Data
 - Qualification Overview
 - Destination Data
- Key Performance Indicators 2016/17

RL provided the headline data for each academy. The Chair asked why there was a disparity between the percentages of pupils at Youth Challenge who had achieved Grade 4-9 in English (0%) compared with Maths (13%), when they were the same group of pupils. AS added that the English results seemed to be low throughout the academies. RL explained that 16 of the 38 pupils in the cohort arrived in Year 11 and it was very difficult to cover the content required for English in such a short space of time. In response to questions RL explained that pupils sat either English Language or Literature, depending on the academy offer, and that the English Best score could only be applied if they sat both subjects. PH acknowledged that there was a disparity in the results and assured Members and Trustees that the Local Governing Boards would challenge this further when scrutinising their own academy's results.

RL directed Members and Trustees to the KS2 and Baseline to Exit Data. The Chair asked if the results were as expected. RL explained that although the Trust had strong English teachers, the GCSE English results had not been as positive as predicted. Students had struggled in this subject, particularly in speaking and listening. MP stated that the Trust may need to give some consideration to the accuracy of teacher assessments. RL explained that Melissa Sharpe was working hard to try and standardise the data across the Trust. The Chair asked if other equivalent courses could be considered as an alternative to the English GCSE. RL explained that there was the option to take English Functional Skills and this was already utilised well. AS asked if the Functional Skills qualification complemented GCSEs, or if in fact, it was counter-productive. RL stated that she felt both qualifications could be intertwined successfully, PH added that it was important to retain Functional Skills as an alternative qualification.

MS referred to the qualification overview and stated that some pupils had done well in Science compared to other subjects. MP agreed and suggested that the teaching strengths in Science could be shared amongst all the academies.

Members and Trustees commented positively on the destination data, in particular the results for Lever Park, as 100% of Year 11 leavers had achieved a positive destination. RL agreed that the data was very pleasing for all academies and reported that she would provide the final Connexions figure at the next meeting.

Members and Trustees discussed the format of the data reports. RL explained that work was taking place on the format and the Academy Leads would report more consistently in future. MP stated that it would be useful to have some background information with the results and requested that future reports showed trends, the length of time the Year 11 pupils had been at the academy (with individual data behind this) and national benchmarking figures for comparison. The Chair suggested that the SLT could work with AS to create some simple headline categories and added that these could also include data on low/medium and higher attainers and also the length of stay at the provision. AS stated that it would be difficult to categorise pupils into prior attainment categories as this information was not yet available. Further

discussion ensued regarding which tests would be most appropriate to gather this data.

Agreed: That future reports be consistent and include trends, length of stay and national benchmarking figures for comparison

Action: RL (liaise with AS re headline categories)

6. KEY PERFORMANCE INDICATORS (KPIs)

Members and Trustees were directed to the KPI collection report. The Chair suggested that this be deferred to the Trust committees review this in more detail as follows:

Standards Committee – General Performance KPIs

Finance & Resources and Risk & Audit – Business Critical and Climate KPIs

KD suggested that the General Performance KPIs could be reviewed by the Local Governing Boards, leaving the Trust to focus on Business Critical KPIs. MP suggested that there would be general performance KPIs that would be Trust wide and also applicable at LGB level i.e. attendance. PH cautioned Members and Trustees that Park School attendance data would impact on the whole Trust attendance data, therefore background information would be provided as to the reasons for the low attendance.

The Chair suggested that consideration be given to changing the title of the report from KPI Collection.

Agreed: That the KPI Collection Report be reviewed by the appropriate committee

Action: Clerk (next committee agendas)

7. CAPACITY REPORT

The capacity projections 2017/18 for each academy within the Trust had been circulated with the agenda papers. PH reminded Members and Trustees that capacity was a huge issue for the Trust and explained how potential demand had been calculated. The Chair questioned whether 'capacity' was the correct term to use as there would potentially be no upper capacity limit as the Trust's services expanded.

PH reported that the starting position for September 2017 was already 172 pupils against the agreed capacity of 192. This was a significant increase from the starting position of 133 pupils in September 2016. PH reported that at the end of May 2018 the Trust was projecting to have 243.5 pupils on roll if the pattern of exclusions was comparable to the previous academic year. This would present significant accommodation and funding issues for the Trust and it was anticipated that all the buildings would be full by December. PH reported that he had visited several sites which could provide potential accommodation opportunities and further discussions would take place with the LA regarding this. A Trustee stated that such numbers could

also have significant implications on the quality of provision offered and safeguarding, and both areas needed to be considered as a significant risk. A significant amount of time was spent getting pupils into school every day and concern was expressed that this work would also increase. PH acknowledged that this was an issue but added that the Outreach Worker would assist in this.

PH reported that he had been approached by Red Box Training with a view to forming a formal partnership. A meeting was scheduled for 6 October 2017 and further information would be provided after this date. KD stated that due diligence was crucial as the Trust would need to be certain that any formal partnership was right for the Trust. The Chair suggested that the Risk & Audit create a set of Basic Principles that could be used as a starting point for any approaches made to the Trust to assist with the due diligence process.

Agreed: i) That an updated Capacity Report be presented to the Risk & Audit committee

ii) That the Risk & Audit Committee create a process for due diligence

Action: Clerk (next R & A agenda)

8. **POLICY RATIFICATION**

The policy approval schedule 2017/18 had been circulated along with eight policies requiring approval as follows:

- Complaints
- Dignity at Work
- Disciplinary and Dismissal
- Managing Sickness Absence
- Managing Support Staff capability
- Managing Teacher capability
- Safeguarding Disclosure and Barring
- Whistleblowing

PH explained that the policies presented had been based on the Local Authority model policies, as policies such as Support Staff and Teacher Capability had already been passed via the Trade Unions.

Members and Trustees had reviewed each policy and made the following suggestions:

Complaints Policy

- Page 2 - that the following paragraph is highlighted in bold: 'A *'concern'* may be defined as *'an expression of worry or doubt over an issue considered to be*

important for which reassurances are sought'. A complaint may be generally defined as 'an expression of dissatisfaction however made, about actions taken or lack of action'.

- Page 3 – remove reference to Complaints Co-ordinator
- Page 18 – Remove the word 'concern' from the second paragraph and include the definition of a concern / complaint again (see page 2)

MS offered his apologies and left the meeting at this point.

Dignity at Work Policy

- Page 5 – add two additional points under 'Scope':
 - 1.3 Procedures referred to in this document would usually be carried out at Academy level
 - 1.4 References to HR within the document refer to the current SLA agreement with LA HR Services
- Page 6 – remove any reference to Cheshire East Education HR Consultancy
- Page 9 – MP stated that clarification was needed as to whether any appeals should be made to the Trust or to the LGBs

Disciplinary & Dismissal Policy

- Page 4 (item 1.3) – MP asked if all staff were aware what the acceptable standards of conduct were and if this was made explicit anywhere. RL reported that these were listed within the Staff Handbook. MP suggested that this be added to the policy as a point of reference.
- Page 10 and page 15 – MP stated that clarification was needed as to whether the Disciplinary Panel was formed by Trustees or members of the LGB.
- Page 13 – MP referred to the Acts of Gross Misconduct and asked whether 'clocking in or out for another colleague' was still relevant. DS reported that he would update this item. MP suggested that Social Media be included in this list.

Managing Sickness Absence

- Clarification that references to HR refer to the current SLA with LA HR Services
- Page 3 (item 2.1) – clarification is needed as to whether it is the Academy Lead / Managers or Supervisors who are responsible for the effective management of sickness absence in their immediate work areas.

The Chair stated that the whole policy needed to be reviewed again to ensure it was fit for purpose. KD stated that the policy was likely to have been agreed with the Trade Unions so the Trust could not deviate a great deal from the model policy. MP acknowledged this and added that she wasn't proposing significant changes but she did feel that the policy needed to be tightened up throughout so procedures and lines

of accountability were very clear. PH added that the policy was very lengthy and cumbersome and could possibly be made more succinct.

Managing Support Staff Capability Policy

The following suggestions / amendments were made:

- Clarification is needed as when to move the procedure from the Academy Lead to the LGBs
- Any references to Head Teacher be changed to Academy Lead
- Page 7 – Informal Stage of the Procedure – needs stating that this is at Local Academy level
- Page 8 – Formal Stage of the procedure – needs stating that this is dealt with by the LGB and Academy Lead
- Page 8 (Item 6.1) - MP queried the period given for improvement being ‘no more than six months’ and stated that she felt this was very lengthy and suggested that this be amended as so to read: ‘Normally, the period given for improvement will be 12 weeks and no more than six months after the date of entry into the Formal Procedure’.
- Clarification is needed throughout the document that references to Occupational Health refer to the current SLA with LA Occupational Health Services
- Page 8 – Stage 2 – needs stating that this is dealt with by the Trust and Executive Principal
- Page 9 – Stage 3 - needs stating that this is dealt with by the Trust and Executive Principal
- Page 9 (Item 6.11) and Page 11 – Clarification is needed as to whether the 3 governors on the hearing panel would be Local Governors or Trustees.

Managing Teachers’ Capability Policy

- Page 6 (item 5.7) – MP requested that the period given for improvement be checked and amended if necessary
- Page 8 and Page 9 - Clarification is needed as to whether the 3 governors on the hearing panel would be Local Governors or Trustees.

Safeguarding, Disclosure & Barring Policy

- Remove the ‘draft’ watermark and add page numbers for easy reference
- Clarify in the policy who the Trust uses to administer checks i.e. Bolton Council
- Any references to Head Teacher be changed to Academy Lead

The Chair stated that all the policies needed to be shared with the Local Governing Boards so Local Governors were aware of their responsibilities within each policy. Each policy also needed to be more explicit as to whether responsibility for particular

procedures lay with the Trust or LGBs. If it was deemed to be a LGB responsibility it should also be clear at what point this may then need to be escalated to the Trust.

- Agreed:**
- i) That the policies presented be approved and adopted, subject to the amendments proposed at today's meeting
 - ii) That the Managing Sickness Absence Policy be approved and adopted, subject to this be thoroughly reviewed

Action: DS (make suggested amendments to the policies)

9. DATES OF NEXT TRUSTEE COMMITTEE MEETINGS

It was suggested that the Autumn term Member and Trustee meeting be combined.

Agreed: That the next meeting be held as follows:

Trust and Members: Tuesday 12 December 2017 at 3.30pm

Trustee Meeting Dates for 2018:

Tuesday 27 March 2018

Tuesday 17 July 2018

10. CONSENT TO ABSENCE

Agreed: To consent to the absence of Kevin Gribbin, Tony Grimshaw, D McKeon and Su Long

11. ANY OTHER URGENT BUSINESS

Changes to Local Governing Boards Terms of Reference

PH reported that he had met with John Ashworth, Governance Services Manager, to discuss the terms of reference and membership of the Local Governing Boards. PH proposed that the following membership structure be approved for each LGB:

- 2 x Academy Lead (one from each Academy)
- 2 x Staff Governor (one from each Academy)
- 2 x Parent Governor (one from each Academy)
- Up to 8 Co-opted Governors who may not be employees of the Trust

Agreed: That the revised Terms of Reference, including the new membership structure, be approved

12. CONFIDENTIALITY

Agreed: That the following matter discussed at this meeting be designated as confidential in accordance with the Academy's Memorandum and Articles of Association:

- Item 4 (Financial Strategy)

The Chair thanked everyone for their attendance and their significant contribution to the meeting.

With no further business the meeting closed at 6.25pm

SUMMATIVE ACTIONS:

Minute No.	Responsible	Action
4	PH	Forward repayment plan to LA once approved by MP and KD
5	RL	Liaise with AS re headline categories
6	ES	KPIs – next committee agendas
7	ES	Capacity Report – next R & A committee agenda
8	DS	Update Trust policies

ITEMS FOR NEXT AGENDA:

Signed as a correct record: _____

Date: _____

(Chair of Trust Board)