

The Robert Carre Trust



The Minutes of the Board Meeting held in the Conference Room at Carre's Grammar School on **Thursday 21 January 2016 at 19.05.**

Present: Andrew Hutton (Chairman), Robin Baker, Rachael Hockmeyer, Karen Bradford, Nick Law (Executive Headteacher), Malcolm Robertson, Grahame Killey and Boyd Gilmore.

Also present: Geoff Hewett, Chair of CGS LGB, Debbie Hopkins, Chair of KSHS LGB, Jem Green (DF&A), Rosie Brooks (RBr) and Debbie Scott (Clerk)

1. AH welcomed all to the meeting, including Chairs of LGBs.

2. PREVENT TRAINING

Rosie Brooks attended and gave a presentation on Prevent and Disqualification by Association to the Board.

KB asked about the Trust's evidence of Britishness which would be required by Ofsted inspectors. RBr explained that in addition to posters around school there was a series of assemblies during the year on British Values.

GK asked about the record keeping in respect of Prevent and Channel reports and RBr confirmed that these were all kept electronically with the Safeguarding files, with restricted access.

RBr was thanked for her presentation and left at 19.25.

NL and JG joined the meeting at 19.25

After a short break the meeting resumed, with round the table introductions.

3. **APOLOGIES** – none

4. **DECLARATIONS OF INTEREST** – none

5. MINUTES OF THE PREVIOUS MEETING HELD ON 26 NOVEMBER 2015

It was proposed by AH, seconded by MR and agreed unanimously, that the minutes were a true record and they were signed.

6. CHAIRMAN'S REPORT

AH explained that most items were listed on the agenda.

7. EXECUTIVE HEATEACHER'S REPORT

NL's report had been circulated to both Local Governing Bodies. Trustees were reminded that they had access to all of the papers in the LGB meeting packs on GVO.

He listed further the staffing changes confirmed since the report as follows:

The KSHS IT Technician had received a promotion and would be moving to the Barnes Wallis Academy at Tattershall (former Gartree School). A replacement for the RCT ICT Team was being recruited.

The KSHS Catering Manager had resigned to take up a new job near her husband's recent posting. As an interim solution the CGS 2nd in command

would work at KSHS, with one of the CGS catering staff stepping up into her position. JG would be talking to the KSHS team the following day.

KSHS History Department. Three members of staff (equivalent to 2.8 F/T) had resigned. Two posts had been advertised and Neil Quinton (CGS HoD) had offered support. Trustees asked whether the resignations were significant but NL explained that two were a married couple, one of whose resignation had been expected. It was understood that negotiations for Mr De la Bedoyere to return on a P/T basis to complete the second year of the current Y12 Classical Civilisations course had come to nothing. A P/T one year contract post would be recruited. Class Civs would not be offered to next year's Y12s.

NL reported that the school league tables had now been published, with no real surprises.

Planning Day. NL explained his suggestion for a Planning Day on 11 April to look at the Vision, priorities, top-slicing, governance, communications etc. He suggested that all Members, Trustees and Governors be invited, although it was expected that not all would be able to attend, as well as both schools' SLTs, the Clerk and a facilitator. Concern was expressed that the number of people may make it difficult to come to any conclusion but NL recommended that following a combined session the group would split into workshop/seminars to deal with individual aspects. AH urged Governors to use the GVO Discussion Zone to exchange ideas and put forward suggestions in the meantime. Head of School – Carre's. Trustees asked whether there had been any progress and NL explained that the present structure was working well now after a demanding start and the relationship with JS and the High School was strong; he had great support from the CGS SLT and especially JG. He felt that the HoS appointment was not strictly necessary until a third school joined the MAT, but would be then, especially if that school needed extensive support. Trustees and Governors had expressed concern for NL's health and well-being and agreed that any fear about this could be an alternative trigger for bringing the appointment forward.

NL

ALL

AH

8. TEACHING & LEARNING – LGB CHAIRS.

Trustees were referred to the GVO again.

DH reported that the KSHS LGB had been very concerned about the future finances of the Sixth Form in connection with the per capita income received by students' base schools rather than the school in which their subjects were taught. Despite re-joining the Joint Sixth Form KSHS was still expecting to lose even more students in September 2016 to register at CGS, even though they were still choosing subjects at KSHS.

AH explained that this would have to form part of the top-slicing discussion and it was possible that the income could be split on a subject by subject basis each year as a fairer method within the MAT. It was noted that similar concerns had been discussed previously between CGS and SGA.

Trustees questioned whether the EFA could deem the KSHS Sixth Form unviable and recommend closure at any point but it was felt that this was unlikely under the MAT.

GK reminded Trustees that the DfE was currently carrying out Post 16 Education Reviews (this area possibly in September 2016)

After discussion it was agreed that the Sixth Form finances should be resolved so as not to disadvantage either school; funding held by the Trust was already being used to improve facilities at KSHS and there should still be student-driven choice about subjects and base schools.

It was noted that some teachers at KSHS found it hard to understand why girls were choosing CGS as their base, despite joining the MAT, but it should be taken as encouraging that the girls have to confidence to try a new school and see the moves as sensible preparations for University and life.

(KB left the meeting at 20.10)

GH reported that the CGS LGB had received a QA report from Keith Jones on English and the Head of English would be attending the next meeting with a SWOT and presentation on her Vision for the department. DH attended the last meeting and planned to attend in March too, particularly for the departmental review.

LGB

Both LGBs had appointed Link Governors and AH asked that they be encouraged to meet their counterparts as well as their lead professionals in school.

LGs/DS

9. OPERATION OF MAT

- a) Feedback from members AGM 8 December 2015. AH confirmed that the necessary business of the meeting had been completed. The discussion about the Vision had been useful but inconclusive. MR commented that The Chill's acoustics and the background noise had not been very helpful.
- b) Confirmation of appointment of 9th Local Governor for CGS. AH had been authorised to progress this and he confirmed that MC had agreed his appointment as Community Governor on CGS LGB and GH was in contact with him. The appointment was ratified. MC would be asked to complete the necessary paperwork
- c) Confirmation of appointment of 9th Trustee. It was agreed that this be deferred until after the training day on 11 April.

GH

JG/DS

10. POLICIES

- a) Policy review schedule – the schedule had been circulated via GVO. DS explained that it was hoped that the reviews would be completed so that the full set of policies would be in place from 1 September. MR, RB, NL and DS were thanked for their work on this. It was noted that the schedule meant a substantial workload for some individuals but it was proposed by AH, seconded by BG and agreed unanimously that the schedule be adopted. DS to inform all concerned.
- b) Reviewed Policies for adoption

DS

DS

Bursary Policy – it was noted that this had been redrafted by JG and the Finance Committee had proposed a change to remove the deadline in September, which JG accepted and it was proposed by AH, seconded by MR and agreed unanimously. This would now appear as a Trust policy on the RCT website.

11. FINANCE

JG's reports for September/October, November and December had been circulated via GVO and had been considered by the first meeting of the Finance Committee.

JG confirmed that the returns for 2014-15 had been submitted to Companies House and the Academy's Annual Return was due to EFA by 31 January. JG

The KSHS Academy Trust Company - an application had now been submitted for the company to be wound up. had now been wound up.

He reported that both schools' incomes were running in excess of budget, in CGS's case including an unexpected bequest of £100k from an Old Boy.

Northgate Sports Hall had been refurbished with new lighting at a cost of £20k, met by NKDC. Income generated by NSH over 2014-15 had shown a surplus of around £40k. The hard work and achievement of Andy Allen and his staff was commended. It was intended that the legal agreement between CGS and NKDC would at last be signed later that evening. JG/AH

CGS Trading Company – JG explained that a supplementary meeting of the Board had been called to follow this meeting, to amend the Trading Company's Articles to deal with minor issues that needed tidying.

Suspense account – In answer to a question, JG explained that this item, in the CGS Accounts, included sums that would be attributed to other lines in due course, (i.e. the VAT refund which needed to be attributed across both schools) and would be cleared by 31 January 2016. JG

Finance Dashboard – Trustees welcomed the dashboard and asked whether items could be RAG rated, e.g. to highlight areas of concern, such as unusually high turnover of staff. AH reminded all that there would be a Teaching & Learning Dashboard for each school as well.

12. EDUCATIONAL VISITS

a. KSHS

- i. EV1 Zanzibar - Assurances had been received from the tour operator that they were monitoring the risks and had protocols in place; the school would be protected in the event of cancellation. It was noted that currently the FCO regarded London and Paris as higher risks. It proposed by NL, seconded by AH and agreed unanimously that the EV1 be signed off.
- ii. EV Set Iceland February 2016 – It was proposed by BG, seconded by GK and agreed unanimously, that the papers (EV 1 and EV3 equivalents) be signed off.

DS/CG

b. CGS

- i. EV1Cote D'Opale July 2016
- ii. EV3 Cote D'Opale July 2016 – It was proposed by RB, seconded by BG and agreed unanimously, that the EV1 and EV3 for Cote D'Opale be signed off, subject to lessons being learnt from the EV6 form July 2015, below.
- iii. EV3 St Lucia February 2016 – this was proposed by RB, seconded by MR and agreed unanimously.
- iv. EV3 Battlefields June 2016 – withdrawn, to go to LGB first
- v. EV3 Berlin March 2016 - this was proposed by AH, seconded by RH and agreed unanimously.
- vi. EV6 Cote D'Opale - noted
- vii. EV6 Spanish Exchange – noted, with concern about alcohol.
- viii. EV6 Live and Learn - noted
- ix. EV6 Open Golf - noted

DS/AA

13. RCT BRANDING

- i. To determine KSHS or KSHSSA - After discussion, it was noted that this would be a decision for the LGB, Trustees agreed though that the shorter version was preferred. There was concern about cost of replacing signage, but this would be done at the same time as incorporating reference to the RCT. It was proposed by AH, seconded by RB and agreed unanimously, that the KSHS LGB be invited to consider reverting back to KSHS. DS
- ii. To agree badge for RCT – NL reported on his research and discovery that the Carre family badge was almost certainly the top left (or bottom right) quarters (as facing) of the CGS badge. It was therefore proposed that this be used as the RCT badge for use on the website, Trust papers, signage and IDs. NL
- iii. To confirm schools' use of strapline 'part of Robert Carre Trust (with badge)' It was agreed that this should be used by both schools in conjunction with their own badges. NL
- iv. Use of Company Name and Registration Details on official documents - NL and JG agreed to ensure that all documentation included the details where required. It was noted that an historic company name plate was still displayed at KSHS. It was suggested that this could be removed from its position and re-displayed, possibly inside, as a heritage feature. NL/JG

14. CENTRAL SERVICES STRUCTURE

NL presented his papers that had been circulated. AH reminded Trustees that some of the posts had been circulated and agreed in principle before Christmas. Trustees considered the pros and cons of recruiting internally or externally for the two major posts.

(JG left the meeting at 21.53, while the discussion took place).

Advice from Browne Jacobsen had been to appoint internally as the skills were already in place. After discussion Trustees agreed that JG's role had developed and he needed to be able delegate in order to fulfil his strategic functions. Trustees agreed that internal appointments would be welcomed but had needed to check the process.

Key roles were

- Finance Director – internal appointment
- Management Accountant - external appointment
- Operations Manager – internal appointment

It was noted that the fourth Finance Assistant, Payroll Manager and Governance Manager roles listed would not come into effect until further schools had joined the Trust. NL

It was proposed by AH, seconded by MR and agreed unanimously that the structure proposed be supported.

Trustees recognised the role of the Board in reviewing staff structures with the Exec Head's role to deliver and asked that, although no advertising would be necessary, skills matrices be shared for the two internal appointments. NL

RB asked that communications be carefully considered regarding the appointments.

(JG returned at 22.00)

15. RCT WEBSITE.

Trustees noted that the site www.robertcarretrust.uk was still under development. Some outstanding Trustee biogs were collected

DS/NB

16. MAT VISION – as per discussion at item 7, this item was deferred to 11 April.

17. ITEMS FOR NEXT AGENDA

Policies

Arrangements for 11 April

18. DATE OF NEXT MEETING 23 March 2016 at 19.00

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The meeting closed at 22.10