



The Robert Carre Trust

The Minutes of the Board Meeting held in the Conference Room at Carre's Grammar School on **Wednesday 14 September 2016 at 19.00.**

Present: Andrew Hutton (from 19.30), Robin Baker, Malcolm Robertson, Grahame Killey, Nick Law (Executive Headteacher), and Karen Bradford (from 19.08),

Also present: Philip Johnson, Geoff Hewett (Chairman CGS LGB) (from 19.06) Debbie Hopkins (Chair KSHS LGB), Jo Smith, Jem Green (DFA&R), and Debbie Scott (Clerk)

1. **WELCOME** – In AH's absence, RB took the chair and welcomed all to the meeting.

2. ELECTION OF CHAIR AND VICE-CHAIR

The Clerk asked for nominations.

Chair – Andrew Hutton - proposed by MR, seconded by RB and with no other nominations, duly elected

Vice-Chair – Robin Baker – proposed by NL, seconded by GK and with no other nominations, duly elected.

RB took the Chair in AH's absence.

(GH arrived at 19.06)

3. **APOLOGIES** - Rachael Hockmeyer, Boyd Gilmore.

GH, AH and KB for lateness.

4. **DECLARATIONS OF INTEREST** – In their absences, it was noted that AH had an interest in the matter of the Ninth Trustee and KB in the matters of Caythorpe Primary School and the 11+.

5. MINUTES OF THE PREVIOUS MEETING, HELD ON 18 JULY 2016

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

Matters arising: **ninth Trustee:** PJ, attending as Chair of the RCT Members, explained that, as a result of the work done over the summer in connection with the bid to put in a school improvement and leadership package for Caythorpe Primary School, it became apparent that we needed to strengthen the primary knowledge and expertise within the Trust, although primary governance was quite well represented; a potential candidate had been found to meet this gap, being the Headteacher of Allington School.

KB arrived at 19.08

PJ reported that he and NL had met Mrs Barr at her school recently and had found her very suitable. It was understood that the Governors there would support her joining the RCT Board.

KB left the meeting at 19.16 to avoid conflict of interest.

After discussion it was agreed that the Board would welcome Mrs Barr as the ninth Trustee and the meeting was halted at 19.17 to allow a brief meeting of the RCT Members to ratify the decision to appoint (see separate minutes)

The Board meeting reconvened at 19.20.

PJ agreed to contact Mrs Barr to confirm the decision.

PJ left the meeting at 19.21

KB returned.

6. GOVERNANCE

i. Adoption of Governance Document for 2016-17 – it was proposed by MR, seconded by RB and agreed that the document be adopted.

ii. Adoption of revised Scheme of Delegation – it was agreed that this be deferred to the next meeting for clarification

iii. Appointment of Committees, including LGBs (See 'Key People'). It was noted that the recruitment of a new Parent Governor was underway for CGS LGB. It was proposed by NL that KB replace AH on the Pay Committee and that the appointment of the 5th member of the Audit Committee be deferred to the next Board meeting; otherwise the committees should be appointed as listed. This was seconded by KB and agreed unanimously.

iv. Appointment of Trust Link Governors

a) Health & Safety – Andrew Hutton, proposed by RB, seconded by KB and agreed unanimously.

b) SEND – deferred to the next meeting.

(AH arrived at 19.30)

7. Agenda Item 10 brought forward – FINANCE

JG reported as follows:

Payroll - the transfer of the payroll to Selima was nearing completion. Thanks to Julie Body and Tina Green for their hard work. It should be ready for 23 September payday.

Banking – debit card fraud at KSHS. £240,780 removed from current account in 22 transactions; refunding by bank and a police investigation were under way. The card had been locked in the safe throughout; a new card had now been issued.

CGS Site – Refurbishment of 3G Pitch and Science lab, Drama area converted to Music space, Music room converted to History room, Air Con installed in 6 Science classrooms. School House roof and windows repaired and redecorated (still underway) Total expenditure, which was all planned, was £310,000.

KSHS Site – Office refurbishment, Gate House and L Block redecorated, fire doors repaired, boiler serviced and blinds installed.

Auditors – 3-4 October at CGS, 4-5 October at KSHS. This would be the first financial report as the MAT.

2015-16 – CGS expected surplus of £148,152, including the donation of £136,777 from Mr Andrew's bequest. Without the donation, it would have comfortably met its breakeven forecast.

2015-16 KSHS expected surplus £61,175, better than forecast, due to Mr Andrew's donation of £20,000 and savings arising from CB leaving.

New Site - EFA – application to enter option to purchase the land had been submitted 1 July 2016, although acknowledged and chased twice, no reply had yet been received. It was also noted that AW had made excellent progress on the project, with support from NKDC.

Timeline:

Date for the bids to go out:	Tuesday 22 August 2016
Deadline for submission:	Friday 16 September 12 noon
RCT to score bids:	Tuesday 20 September
Interviews:	Friday 23 September
Architects appointed:	Monday 26 September
Inception Meeting:	Thursday 29 or Friday 30 September
Draft Designs by:	Friday 28 October
Meeting RCT/Architects	w/c 31 October
Final Concept designs and reports:	Friday 11 November

8. CHAIRMAN'S REPORT

AH apologised for his late arrival.

Caythorpe Primary School

(Discussion redacted)

It was proposed by RB, seconded by MR and agreed unanimously, that Sally Lidbury be taken on and an RCT working Group established to develop the RCT primary offer.

9. RCT VISION – ACTION PLAN & WORKING GROUPS

DS to check the latest version was added to GVO

DS

AH/RB to finalise and circulate the list of working group members

AH/RB

10. EXECUTIVE HEADTEACHER'S REPORT

RCT summary report. NL expressed thanks to Jamie Holland, Jo Smith and Gaynor White for compiling the report.

He pointed out that neither school was full in Year 7 and there were spaces in most other years, too. RCT was now advertising these spaces in the regional press, as well as recruiting for next year's Year 7 students.

Negative feedback had been received from a few parents attending last year's KSHS Open Evening, regarding the focus of the school's offer.

NL reported that there were more applicants for admission 2017 to date than for 2016 for both schools and the following year should see the county-wide demographic bulge. He also mentioned that Sleafordian Coaches were looking into providing transport from Morton and Claypole which could help with parents making their decisions. It was suggested that on-coach wi-fi would be attractive.

The Trust Schools Admissions Policies were due for revision, in particular to amend KSHS to gender neutrality, before the next Board meeting.

NL/JS

Destination data - NL reported that 88% of CGS and KSHS students had secured places at their University of choice, with the rest re-applying, taking gap years or going into employment. 42% of places were at Russell Group Universities from CGS and 38% from KSHS.

AH asked that the Term 1 priorities listed at the report's conclusion be emphasised

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|------|---|-------------------|
| i. | Standards in the schools – LGBs to maintain pressure | RB/AH |
| ii. | MoU for the SJSF – NL, JS and Wayne Birks meeting | AH |
| iii. | Development of Trust working groups – RB as above, RB/AH to finalise membership and ToRs as above | RB
JGNL/
JG |
| iv. | Development of the Central Services for Primary Schools – as above | |
| v. | Staff Review – see below | |
| vi. | Marketing of the school to raise the roll – further open days for both schools were in place for 19 October, 11+ practice tests were being used as marketing opportunities, use of social media was being considered, possibly led by current students. The benefits from the CHGS outreach scheme were noted, but JS pointed out that since KSHS had reduced its Arts outreach, numbers had barely fallen at all. NL mentioned that recent changes in local primary headships may have positive outcomes. NL and JS planned to visit local primaries. The Marketing group would be established. It was important too to engage with Newark families. | Wkg
group |
| vii. | New site developments - ongoing | AW |

Staffing Structure

NL's report had been circulated via GVO.

He explained that the proposed changes were dependent on whether the Trust continued as '2 schools on 2 sites' or moved towards '1 school on 2 sites' and the timing of the transition as well as external factors such as the recent Government Green Paper proposing £50 million per year towards grammar schools and the promised fairer Funding Formula for 2019, the impacts of which were still unknown.

NL offered a challenge about 'Value for Money' and what it meant to Trustees and governors. NL presented alternative draft structures, but advised caution against drastic changes in view of possible, but unknown, improvements in finances in subsequent years.

It was suggested that moving quickly to '1 school on 2 sites' would lead to savings by reducing duplication in Heads of Subject/Departments/Years.

This would also mean that separate classes now could be combined, removing discrepancies in class numbers across the two schools, e.g. a large class at one school could be merged with a small one at the other to make two viable classes, or two small classes could be merged to make one viable class.

JS pointed out that already, with the joint sixth form in place, such savings have been made in the KSHS History department and that staff supported the move towards the '1 school, 1 site, coed' model

JG reminded Trustees that he was already working on a budget mitigation plan and hoped to have some costed substantial solutions to report by December

It was suggested that in order to achieve the strategic priorities, NL's role needed to be able to refocus away from CGS and the appointment of a CGS Head of School was an urgent consideration.

JG

Trustees noted the projected deficit over both schools, amounting to nearly £500,000 and the scale of the mitigation required. They also considered the issue of treating the schools comparative to the size of their deficit, or across the Trust.

NL pointed out that at CGS and KSHS, many senior staff members were already doubling up their roles which reduced costs considerably.

It was noted that Duncan & Toplis would provide a benchmarking report on cost ratios, covering back office, premises and pastoral costs.

JG's plan would include the feasibility for an RCT Gift and other income generating possibilities.

Actions:

NL / AH would look at the timeline for all key elements of the transition to one school and thus any opportunities too.

AH/NL

11. EDUCATIONAL VISITS

Category C

i. CGS

EV6 CGS Southern India – as the form had only recently been available it was agreed that this should be deferred until the next meeting, after consideration by CGS LGB and P&W.

DS

ii. KSHS

EV3 KSHS Berlin Oct 2016 – due to the tight timescales this had been circulated by GVO to KSHS LGB and P&W for comments. DS reported that all comments received had been positive, so it was agreed that GH (as Chair of CGS LGB), GK (as representative of P&W) and AH as Chair of the Board) should sign off the EV3 to allow the trip to go ahead.

DS/AA

12. POLICIES

- a) Schedule of Policies for Review 2016-17 – noted
- b) Pay Policy – NL explained that this policy was due to go to consultation but he asked for the Board's support in principle. After discussion it was noted that the revisions did allow for annual progression for Senior leaders in exceptional circumstances, but normally it would only be considered bi-annually. NL agreed to discuss the options with SLTs and bring the policy back with amendments. It was proposed by AH, seconded by MR and agreed unanimously that the national pay increases of 1% for teaching and support staff be implemented, backdated as nationally agreed.

DS/JP

c) Reviewed Policies for adoption

Critical Incident Plan – still in preparation

Nutritional Standards – DS explained that a member of staff had questioned a statement in the policy as adopted at the last meeting. It was proposed by AH, seconded by MR and agreed unanimously that the sentence '*A great school food culture improves children's health and academic performance.*' be replaced with '*DfE advises that a*

JP/AA/
JG

DS

great school food culture and eating the right balance of healthy, tasty food helps children to learn and develop.' and the policy re-adopted

13. H&S UPDATES

AA had reported that fire drills had been successfully carried out at both schools.

14. ITEMS FOR NEXT AGENDA

- i. Appointment of Trust Link Governors for SEND
- ii. Progress on Priorities
- iii. Staffing
- iv. Action Plan
- v. Feedback from LGBs and Committees
- vi. Policies as per review cycle
- vii. Data from 11+- early predictions

15. DATE OF NEXT MEETING 31 October 2016 at 19.00, and following dates agreed as per the draft Calendar.

Trustees were reminded to complete their Business Interests and Skills Audit forms as soon as possible

The meeting closed at 21.53