

Company Number: 07977368

Minutes of the Meeting of the Board of Directors

Thursday 27 January 2022 at 4.30 p.m. via Teams

Present:

Liz Holmes (LH) Chair
 Rev Jason St John Nicolle (JS)
 Ian Wright (IW) (joined at Item 5)
 Paul Turner (PT)
 Anthony Cook (AC)
 Duncan Millard (DM) (left for Item 21b)
 Carrie Insley (CI)

In attendance:

Anne Lynn (AL) - COO
 Louise Warren (LW) - Director of Education
 Sandra Green (SG) - Clerk

Apologies:

Mark Greenwood (MG)
 Christine Price-Smith (CPS)

PROCEDURAL MATTERS		
1	Standing Item: Welcome, Apologies and Resignations	Action
	<ul style="list-style-type: none"> LH welcomed all those present and thanked all for having read through the papers in advance of the meeting. Apologies were received from MG and CPS which were accepted and IW had notified SG that he would be a little late to the meeting. All others were present. AL advised that CPS had sent in her comments regarding confidential Item 5 and it was agreed to accept these via AL. No resignations had been received. LH reminded all present of the requirement to keep confidential all matters discussed until they were confirmed as being in the Public arena. 	
2	Standing Item: Notice and Quorum Requirements	
	The meeting was quorate.	
3	Standing Item: Declaration of Interest / Pecuniary Interests	
	None were made at this point in the meeting.	
4	Standing Item: Accuracy of the Minutes and Confidential Minutes of Previous Board Meeting on 9 December 2021	
	Following the correction of one use of CPS's initials in the Confidential minutes, the Trustees AGREED the accuracy of both sets of minutes, which will be approved in writing by LH when the pandemic circumstances permit.	
5	Standing Item: Matters arising from previous meetings	
	<ul style="list-style-type: none"> Items were updated as per Carried Over List. Please see separate Confidential Minutes. 	



	<ul style="list-style-type: none"> • SG CONFIRMED that all other Carried Over items had either been dealt with or were included as agenda items or scheduled for future meetings. 	
6	<p>Standing Item: Out of Committee activities</p> <p>Chairs' Meeting: 8 February 2022 LH advised that the current plan for the Chairs' Meeting on 8 February – which would ideally be held in person at FCC – would be to brief on the FIS/FJS Leadership plans and also brief on some the Ofsted inspections, including hearing from their head teachers, DM and LW.</p> <p>Trustees were invited to make any other suggestions for best use of the session.</p> <p>DM suggested that it would be appropriate to remind that the governors' role includes ensuring that the curriculum is monitored as being in line with the school's and FLT's Visions.</p> <p>AC proposed that the results of the FLT Staff Survey and correlation with resources would also be valuable feedback to the Chairs.</p> <p>Board Trustee Training and Development SG had collated the trustees' Skills Analysis returns for 2021/2022 and LH had reviewed these. The following areas had been identified as requiring further T&D:</p> <p>a) Diversity & Inclusion: proposal is for a session with the LGB governors' invited to be arranged.</p> <p>b) Equality</p> <p>c) Curriculum: this was to have been the subject of the Autumn 2021 Seminar which had to be postponed due to an Ofsted Inspection, but it would be re-scheduled.</p> <p>Other individual needs will be separately addressed with the individuals concerned.</p> <p>Governor Training and Development LH reminded all that she had recently run a guidance session on the writing of a School Strategic Plan and Vision 2021/2022 for interested governors and trustees, which had gone reasonably well and the presentation materials had been made available afterwards.</p> <p>LH advised that the FLT and she are wanting to keep running training sessions to support the LGBs.</p> <p>Trustee Recruitment LH advised that applications had been received from two individuals, which would now go before the Members.</p> <p>JBL Ofsted Inspection DM encouraged the trustees to read the report which was now available and had been circulated, although it does give very limited information. DM restated that FLT could be very proud of Suzanne, who performed superbly in her relatively new role as the 100% Headteacher, having held the position as a 50/50 job share prior to this appointment.</p> <p>DM quoted 'Strong relationships underpin JBL School' from the Ofsted Report and stated that this was so accurate. He restated that it had been a challenging inspection as the Inspector had been new to the role.</p>	

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	LW restated that the sequencing and embedding of knowledge in Years 3-11 is going to be a regular feature of inspections.	
STRATEGIC MATTERS		
7	Standing Item: Any changes to Trustee link roles and other areas of responsibility	
	LH advised that there would be no changes made to these until the two new trustees had been recruited and allocation re-assessed.	
8	Standing Item: Health and Safety	
	<ul style="list-style-type: none"> • Visits to schools: LH requested that link trustees make contact with individuals re conducting such visits after the February break. • External H&S Audit and Fire Risk Assessment Actions: DM advised that a number of these had likely been addressed by the relevant schools but had not been marked as such. AL will raise the matter with the head teachers at the ALT meeting on 2 February 2022 to remind them to please follow up AC's e-mail to them. <p>ACTION: To give a Progress Update on external H&S Audit and Fire Risk Assessment Actions at the March meeting.</p>	DM
9	Standing Item: Policies	
	There were no matters to discuss.	
10	Standing Item: Letters from DfES	
	No letters had been received.	
11	Standing Item: Resources	
	<p>a) FLT Financial Performance Report AL spoke to the Period 3 Report and advised that one for Period 4 was due shortly.</p> <ul style="list-style-type: none"> • It is early in the year. Several schools are in deficit due to their spending last year. Some have Sports Funding carried over but this must be spent this year. • The costs surrounding Supply & Cover have risen – as at the date of the meeting, FIS had to close classes and SHR also, due to staff absence. FLT knew that there was a risk this year when schools opened. • FIS/FJS is a concern due to unpredictability. • WAT has a high deficit but this had previously been agreed to make some changes in the school. <p>Q: LH: Have we received any MOD funding for SHR? A: AL: Unfortunately, such funding is not going to be received this year so a decision will be needed. However, Jude is very keen to retain the post as it provides pastoral support, especially whilst their SENCo person is on maternity leave.</p> <p>LH: The costs of Supply are not likely to go away. Do we need a bank of Supply staff, rather than paying agencies? A: AL: Paying agencies is actually not that much more expensive whilst having an internal team is time-consuming and allocation of resources. It has been considered but requires managing as we may not have work for them all the time. The Oxon absence rate is very high.</p> <p>ACTION: ARC to monitor the cost of Supply versus Agency staff during 2021/2022 for the Board to review in 2022/2023.</p>	AC

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	<p>b) Benchmarking Reports LH thanked AL for the reports.</p> <p>AL advised that she is sorting some training for the LGBs in how to use the data and to ask appropriate questions of their head teachers whilst bearing in mind that the data is compared to National data so requires caution. All will be welcome to attend.</p> <p>PT stated that it was very useful data. AL guided PT to the FLT Master Spreadsheet for further information.</p> <p>LW: Each school is so different contextually that it best left to each LGB.</p> <p>c) FLT Pay Committee Report for the Central Team LH asked if the data had been signed off by ARC to which AC responded that it had been, following a Q and A session.</p> <p>There were no further questions from the trustees.</p> <p>d) Staff Dashboard AL advised that a final check was being conducted that information regarding absence was up-to-date and would circulate this to the Board as an Out of Committee item before the March meeting.</p> <p>ACTION: To circulate the Staff Dashboard to the board trustees before 17 March 2022.</p>	AL
12	<p>Standing Item: Risk Register focus</p> <ul style="list-style-type: none"> It was AGREED that 'of 3 or more schools becoming Ofsted category 3 or 4' could be removed from the Risk Register. LH and AC advised that they could not identify any new risks to add to the Register. PT proposed putting the attainment levels of PP pupils as a new risk, which was AGREED. LW proposed that the attainment levels of SEND pupils be added, which was also AGREED. <p>ACTION: To revise FLT Risk Register in line with above decisions.</p>	LH/MG/AL
13	<p>Standing Item: Governance Matters</p> <p>These had already been addressed within previous items.</p> <p>PT advised that he had attended a 'Safer Recruitment' course. SG advised that his training certificate had been placed on his HR file.</p>	
14	<p>Review of the FLT HR Dashboard data</p> <p>This matter had been covered off as Item 11d above.</p>	
15	<p>Evaluation of Statutory Reporting of SEND, PP Funding and Sports Premium by FLT schools</p> <p>LW advised that these had been considered by the QfE Committee, with the exception of WAT's which is still awaited.</p> <p>Sports Funding</p> <ul style="list-style-type: none"> Lots of the schools have used their sports funding to raise pupil confidence and to set up Forest School learning. Some rollover money is to be spent as sports funding. <p>Pupil Premium Funding</p> <ul style="list-style-type: none"> Students were at significant risk of low outcomes across the FLT during lockdowns despite being allowed to come into school. 	

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	<ul style="list-style-type: none"> • Just awaiting WAT's report to be uploaded. • James Hood had been working on PP for two years but he has now moved into providing support in SHR/WAT. • We know that our PP/SEND children are the most vulnerable. • We are seeing disengagement by PP parents from Year 7, which is early, so we are investigating this and going to try to engage them at Primary level. • DM and LW met the CEO's of two trusts; one of whom perform well for their PP students. They spoke of 'Pushing through at the top end' so we are adopting an aspirational frame of mind within our 'quality first education'. <p>LH expressed concern that FLT was not using the additional funding effectively enough for these pupils.</p> <p>LW responded that FLT reflects the National pattern, but that the issue may be helped by adopting something as simple as having high aspirations. Pupils' emotional and social needs have also increased and suffered during the pandemic.</p> <p>LH asked if there was something which FLT needed to do to adopt the 'aspirations' mind set across it?</p> <p>LW responded that there was and PT interjected that it required a big sea change, encompassing all our stakeholders. PT considered that we could use other funding and have every school working together, not individually.</p> <p>SEND Funding</p> <ul style="list-style-type: none"> • LW reported an increase in the number of SEND pupils within FLT, some with EHCPs. Helen Cox, FLT Lead on SEND has been moderating across the schools to check that pupils identified as SEND are indeed SEND. Helen confirmed that they are. • Early interventions are vital, with a need for high quality TA support and that has recruitment and training costs. Helen Cox is working with the SENCo's by reviewing the progress in each school with the Action Plan she formulated with them when she joined. • The attainment gap and needs are widening. <p>CI asked why the number of EHCP's in FLT are lower than the average.</p> <p>LW responded that they are lower than the National average but higher than across Oxon and that may be due to FLT providing support in schools so EHCPs were not submitted for those pupils. FLT is now submitting them for those pupils.</p> <p>LH thanked LW for the reports, Rachel Kenyon for her work on Sports Premium and Helen Cox for hers on SEND matters.</p> <p>ACTION: SG to move the QfE reports onto GovHub for all trustees to view.</p>	SG
16	<p>Standing Item: Trust's Strategic Vision and Aims 2021/2025</p>	
	<p>DM stated that FLT had started engaging with the head teachers to align the Trust's Strategic Vision and Aims 2021/2025 with the schools' plans.</p> <ul style="list-style-type: none"> • Post-Ofsted reflections had been reviewed with JBL and the strands linking the Vision 3-18 initiative with JBL's identified areas for improvement have been identified. • DM suggested that each school's strategic vision is reviewed to see how they need similar development in line with FLT's. • LH commented that SHR, JBL and FJS did not participate in the Guidance Session re writing a Strategic School Vision and Plan, so that could be progressed. 	

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	<p>Q: JC: What are we learning about what makes good strategic plans and how are we using this to support others? A: DM: FLT's is a simple message which can be discussed with head teachers to help them.</p> <p>LH: Governors need to understand how they link up and across re strategic values and ditto with strategic priorities in line with FLT's to deliver pupil progress. We need to understand individual schools as a lack of self-reviews has resulted in a lack of awareness. However, we must <u>not</u> take the lead of the head teacher re the progress of every child, every year.</p> <p>LH advised that the Red area on Progress = developing governor's Peer Reviews.</p> <p>DM stated that he remained concerned regarding the long term negative impact for pupils of lockdown and social isolation.</p> <p>There were no further questions.</p> <p>ACTION: To upload the Pupil Progress reports which went to QfE for all trustees to view.</p>	LW
17	<p>Learning Progress: First Point Review</p>	
	<p>LW spoke to the review and compared the 'on target' areas. FLT will match National results for 2019 if it comes in 'on target' but this is below our previous results.</p> <p>KS2: WAT is of concern and JBL has a challenging Year 6.</p> <p>Q: LH: Re the KS2 concerns – are these slightly below or considerably below? A: LW: Writing is over 15% below target, Maths and Reading are less below. The schools of concern have a high level of PP and SEND pupils.</p> <p>Year 1: is at 78%, which is pleasing but hides individual schools, e.g. WAT, with whom we are working closely.</p> <p>FJS is struggling with writing. Had tried National Tutoring service but the quality was not sufficiently high so the support has been taken in-house.</p> <p>KS4: Henry Blew has stated that it has been a positive year and is set to be above National figures in English and Maths at grade 4 and 5 and a positive progress 8 score, at least in line with the last 2 years.</p> <p>The Government will produce GCSE refined Schemes of Work at the end of February 2022 so these should help considerably with GCSE revision.</p> <p>FLT's grades 7, 8 and 9 are not all on target; 'effort' grades are low in some cases. These are being carefully tracked, with the FCC mantra of all pupils 'being two grades better'.</p>	
18	<p>CONFIDENTIAL Item</p>	
	<p>See separate Confidential Minutes as Item 5.</p>	
19	<p>Standing Item: Visit Reports from Link Trustees</p>	
	<p>PT advised that he had made a visit to L&F and would send his report to SG to upload onto GovHub for all trustees to view. PT reported that he had recommended that the Head teacher and Chair, whilst having a weekly meeting, ensured that they did not make any decisions which should go to their full LGB as covered by good governance under the Scheme of Delegation, etc.</p>	

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	ACTION: To forward a copy of the report of Visit of the Chair of QfE to L&F on to SG to upload onto GovHub for all the trustees to view.	PT/SG
20	Trust Committees: Chairs' Reports	
	<p>a) Resources: AC spoke to his report. Recruitment remains a challenge for some vacancies.</p> <p>A discussion took place regarding the level at which MAT-to-MAT discussions take place and get reported back in terms of corporate governance, i.e. to contribute to the evolution of the governing body.</p> <p>LH advised that there are several stages of negotiation with schools, so, although the initial exploration of potential opportunities to grow has been a longstanding Board decision to delegate to the CEO, the formal agreement of the FLT Board and likely the Members would always require to be obtained before the due diligence process was commenced.</p> <p>LH elaborated that, as Chair, she expects to be regularly informed and for matters to return to the Board for appropriate decisions and strategic proposals. The Chair is therefore the gatekeeper to ensure that matters come back to the Board when needed.</p> <p>It was AGREED that it was essential that there was appropriate transparency of such matters within the Trust and that any opportunities for further improvement would be duly considered.</p> <p>ACTION: To add this to future Confidential Board agendas as a Standing Item: Update on FLT Strategic Expansion.</p> <p>b) QfE: PT apologised to LW for omitting to update his report with her comments and would send SG an updated version.</p> <p>There were no further questions on the report.</p> <p>LH thanked both AC and PT and their committee members for their reports.</p>	SG/DM
21	Any Other Business	
	<p>a) Revision of JBL's Instrument of Government: As explained to the Trustees when the paper was circulated to them, LH advised that JBL wished to allow themselves the option of electing both their staff governors from TA volunteers to the roles or both from their Teaching Staff volunteers to the roles, as they did not always get volunteers from both categories. This was currently the situation and had led to the request being raised with the Board.</p> <p>The Board VOTED and AGREED to the revision of JBL's Instrument of Government as detailed above.</p> <p>ACTIONS:</p> <p>a)SG to prepare a revised JBL Instrument of Government and obtain LH's signature, before sending it on to JBL.</p> <p>b) To also advise JBL immediately of the revision.</p> <p>b) Please see Confidential Minutes.</p>	SG SG
	Close of Meeting - Meeting ended at 6.50 p.m.	

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Approved and Signed off by:

CEHCMS

Date:

17.03.2022