



Meeting of the Academy Transformation Trust Board

18 December 2019

12:30 to 15:30

Venue: ATT Head Office

The 7 principles of public life

Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership

Board members	Initial	Position
Pat Beanland (to item 009.1)	PB	Vice Chair (Chair of this meeting)
Tom Clark	TC	Trustee (Chair from item 009.2)
Phil Milligan	PJM	Trustee
Alistair Milne	AM	Trustee
Margaret Wilson (by telephone)	MW	Trustee
Attendees	Initials	Position
Debbie Clinton	DC	CEO
Claire Pritchard	CP	Deputy CEO, COO
Peter Wilson	PW	CFO
Sarah Bloomer	SBI	Director of Safeguarding (DoS)
Susan Byles	SB	RED, Secondary East
Steven Vincent	SV	RED, Primary East
Andy Gannon	AG	HoCA and Clerk

Apologies

Board members	Initial	Position
Bernard Dickenson	BD	Chair
Simon Jones	SJ	Trustee
Dave Trotman	DT	Trustee

Minutes

ITEM	Detail
001	Routine business
001.1	<i>Apologies for absence</i> These were received and accepted from BD, SJ and DT. The meeting was quorate.
001.2	<i>Declarations of interest</i> There were none.
001.3	<i>Minutes of the last meeting</i> These were accepted as accurate.
001.4	<i>Matters arising</i> All matters arising were covered on this agenda or had been dealt with already.

001.5	<p><i>Sub-committee membership</i></p> <p>The HoCA noted that, following the resignation of Bernard Cook and Neil Lucas, BD was the only member of FRC. TC had attended the meeting in December and offered to join the sub-committee on a temporary basis for the January meeting also. Trustees requested that TC also maintain membership of SOC, given the importance of educational outcomes and TC agreed. The Chair thanked TC for agreeing to this.</p> <p>The HoCA provided an update on Trustee recruitment and confirmed a number of potential candidates were emerging either through internal contacts or through the Nurole recruitment campaign. These would be followed up in January and the HoCA was confident that this would result in the appointment of up to three new Trustees, which would enable sub-committee membership to again be revisited.</p>								
001.6	<p>Resolution</p> <p>Trustees agreed to TC joining FRC on a temporary basis, alongside his commitment to SOC.</p>								
001.7	<p>Action</p> <table border="1" data-bbox="322 900 1382 1075"> <tr> <td data-bbox="322 900 418 985">A01</td> <td data-bbox="424 900 1043 985">Co-ordinate new Trustee recruitment and keep the Board informed</td> <td data-bbox="1050 900 1193 985">HoCA</td> <td data-bbox="1200 900 1382 985">January 2020</td> </tr> <tr> <td data-bbox="322 994 418 1079">A02</td> <td data-bbox="424 994 1043 1079">Ensure sub-committee membership is revisited after the appointment of new Trustees</td> <td data-bbox="1050 994 1193 1079">HoCA</td> <td data-bbox="1200 994 1382 1079">5 February 2020</td> </tr> </table>	A01	Co-ordinate new Trustee recruitment and keep the Board informed	HoCA	January 2020	A02	Ensure sub-committee membership is revisited after the appointment of new Trustees	HoCA	5 February 2020
A01	Co-ordinate new Trustee recruitment and keep the Board informed	HoCA	January 2020						
A02	Ensure sub-committee membership is revisited after the appointment of new Trustees	HoCA	5 February 2020						
002	Safeguarding								
002.1	<p><i>Introduction to DoS</i></p> <p>The DoS outlined a number of areas of compliance requiring Trustees’ attention:</p> <ol style="list-style-type: none"> 1. All those present signed the training log to indicate that they had read and understood <i>KCSIE 2019, WTTSC 2018</i> and the Trust’s new safeguarding policy. The HoCA will seek electronic signatures from those not present to complete the training log. 2. All Trustees are required to complete the NSPCC online training programme by 5 January and ensure that the HoCA receives their certificate. 3. We still require sight of original passports to complete the Trustee SCR for three Trustees – the HoCA will make arrangements for this to happen as soon as possible. <p>The DoS then delivered a 30-minute training session with Trustees on core safeguarding principles, which included a ‘quiz’ to test understanding.</p> <p>The DoS also advised Trustees that she had arranged for a Trust-specific app to be made available to all containing information and advice about safeguarding issues. She shared the details of this with Trustees and asked them to make time to investigate the contents further.</p>								
002.2	<p><i>ICS update following internal and external review</i></p> <p>SV presented the papers circulated previously and said he was reassured that action had been taken in respect of concerns. SB drew Trustees’ attention to the positive outcomes of the recent FAR at ICS in respect of safeguarding and said that there would be a formal meeting in February to monitor the implementation of the action plan following the local authority review.</p>								

002.3	<p>Clarification and challenge</p> <ol style="list-style-type: none"> Trustees asked how it was possible that some basic elements had been missed. The CEO suggested that, over recent months in some academies, executives had uncovered some poor aspects of culture in regard to safeguarding, which were now being addressed both by internal monitoring and by the activity of the DoS. In response to a question from Trustees, the CEO also offered her view that we should become more tenacious in securing additional local funding for work with vulnerable pupils and confirmed that she had asked the CFO to work with academy staff to this end. Trustees asked about the arrangements in place for ensuring that those who have access to academy sites are appropriately checked. The CEO confirmed that letters of comfort of assurance were always in place and that this had been verified during the FAR process. 												
002.4	<p>Action</p> <table border="1" data-bbox="322 846 1382 1120"> <tr> <td data-bbox="322 846 418 936">A03</td> <td data-bbox="418 846 1043 936">Seek electronic signatures outstanding for the training log</td> <td data-bbox="1043 846 1193 936">HoCA</td> <td data-bbox="1193 846 1382 936">January 2020</td> </tr> <tr> <td data-bbox="322 936 418 1025">A04</td> <td data-bbox="418 936 1043 1025">Complete online NSPCC training</td> <td data-bbox="1043 936 1193 1025">Trustees</td> <td data-bbox="1193 936 1382 1025">5 January 2020</td> </tr> <tr> <td data-bbox="322 1025 418 1120">A05</td> <td data-bbox="418 1025 1043 1120">Ensure Trustee SCR is complete by seeing original passports from remaining Trustees</td> <td data-bbox="1043 1025 1193 1120">HoCA</td> <td data-bbox="1193 1025 1382 1120">January 2020</td> </tr> </table>	A03	Seek electronic signatures outstanding for the training log	HoCA	January 2020	A04	Complete online NSPCC training	Trustees	5 January 2020	A05	Ensure Trustee SCR is complete by seeing original passports from remaining Trustees	HoCA	January 2020
A03	Seek electronic signatures outstanding for the training log	HoCA	January 2020										
A04	Complete online NSPCC training	Trustees	5 January 2020										
A05	Ensure Trustee SCR is complete by seeing original passports from remaining Trustees	HoCA	January 2020										
003	Strategic considerations												
003.1	<p><i>General election</i></p> <p>Trustees discussed the recent general election result and its potential impact on policy in regard to academies. They noted the likely acceleration in academisation and new powers for Ofsted and were keen to ensure the Trust was in a strong position to both influence and benefit from this activity. It was suggested that government policy would be clearer in February and that we might expect further changes.</p>												
003.2	<p>Clarification and challenge</p> <ol style="list-style-type: none"> Trustees asked specifically about the position in regard to potential growth. The CEO suggested that her close relationship with the RSC meant that DfE now has a more sophisticated understanding of where the Trust is and she noted her belief that growth aligned to our most successful clusters may be viewed positively at some point in the future. Trustees noted the need to ensure that there was sufficient expert resource available to the executive to manage any potential opportunities for growth in the future. 												
003.3	<p><i>Vision, strategic aims and KPIs</i></p> <p>The CEO presented the papers circulated previously and noted that the Trustee’s strategic session in November had been instrumental in honing the final version of the vision.</p> <p>In response to a question from a Trustee submitted ahead of the meeting, the CEO proposed two changes to the Vision as presented:</p> <ol style="list-style-type: none"> The addition of “...for our learners” to the core purpose statement 												

	<p>2. The addition of a fourth statement to the 'Operations' section saying "committed to the very best understanding and management of risk".</p> <p>Trustees agreed these additions were positive ones.</p>
003.4	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. In regard to the addition of the statement about risk, Trustees asked for clarification around the ownership of risk within the organisation. The COO responded that, although the strategic lead would remain the CFO, it was right for the statement to sit within operations in order to recognise the breadth of areas where an understanding of risk is needed. Trustees were especially keen to see this approach also reflected in our approach to education, so that learners understand the notion of managing, rather than avoiding, risk in their lives. 2. Trustees noted their pleasure that the vision statement was able to be presented on one side. They asked how it would be communicated across the Trust. The CEO confirmed her intention to produce it in a glossy format that would be able to be used in public areas of our academies, on all policies and published material and within key activities with staff and learners.
003.5	<p>Resolution</p> <p>Trustees approved the Group vision statement.</p>
003.6	<p><i>Governance model</i></p> <p>The HoCA presented the paper circulated previously. Trustees noted that the evolution of thinking in this area demonstrated that self-reflection around issues of governance was a strength of the way in which the Board is now working.</p>
003.7	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. Trustees noted the need for consistency and asked whether there is a tension in achieving this with local committees as they are. The HoCA said that there remains a need for much more training and development, but that the newly appointed Regional Governance Managers (RGMs) were now prioritising this. He noted also that, in respect of governance, there remains work to do in establishing a culture of 'one Trust' where academies support one another, especially in the areas of the statutory functions of governance. 2. Trustees suggested that the need for governance to become more professional was not just an issue for our Trust and the HoCA agreed. The CEO noted that governance had featured strongly in her recent KIT call with the RSC and that there was an acknowledgement that local governance needs genuine commitment and clear expectations. Trustees noted that the level of expectation often works against the ability to bring more diversity to Boards. 3. Trustees asked what consultation had been or would be done around any future proposals. The HoCA noted his intention to consult fully about implementation once the position of the Board was completely clear after February's strategic session. 4. In response to a Trustee's question about the use of the word 'governor', the HoCA said he still had an open mind about this, but emphasised there was a need for the formal functions of governance to be able to be conducted at a local level. He also suggested that those involved in local governance should have

	<p>formal representation on Trustee sub-committees in order to improve communication and understanding within the non-executive line.</p> <p>5. Trustees agreed with the recommendations of the paper and asked the HoCA to bring a more detailed proposed model to the strategic session in February. They asked especially for consideration also to be given to whether the Board had the right sub-committees for our current priorities.</p>
003.8	<p><i>Plan for 5 February</i></p> <p>The HoCA outlined his conversation with the Chair of Trustees and the planned focus of the next strategic session on:</p> <ol style="list-style-type: none"> 1. Strategy and strategic aims 2020/21 and beyond 2. The ATT Institute 3. Governance model 4. Board functioning (including sub-committees) and effectiveness. 5. Possible policy changes by Government. <p>Trustees agreed these were the right things to focus on.</p>
003.9	<p><i>Education interventions</i></p> <p>SB and SV informed Trustees about the work REDs had been undertaking in response to the challenge around providing meaningful interventions for those approaching end-of-year assessments. They noted that a wide variety of interventions were in place and that the impact of these was being monitored by the regular CSI meetings. They also noted that secondary academies in the West intended to pilot the use of specific software packages to boost attainment in key subjects.</p> <p>The CEO noted evidence that suggested the most effective interventions stemmed from the deployment of existing and supplementary staff rather than the use of technological interventions alone and SV confirmed that staff were being actively redeployed to facilitate intervention with our primary academies.</p>
003.10	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. Trustees noted that it is now December and asked for clearer evidence of the interventions being undertaken and their impact. The Chair asked for reassurance that we are sure we understand our cohorts well enough to focus intervention activity on those who need it the most. SB stated that there were very clear intervention plans in place in all academies, suggesting that these plans vary from week to week which perhaps makes them difficult to report on in a formal way. 2. Trustees asked whether REDs were confident attainment would be improved as a result. The REDs present noted that most measures showed improvement within data drop 1, but acknowledged that some academies were still being hampered by a difficulty in recruiting good teachers. The REDs stated that they believe we are using the resources we have as effectively as possible. SB cited in particular the use of an English lead specialist across academies in the East. 3. Trustees reiterated their support for additional resource to be deployed urgently in support of interventions with those who need them the most and noted that all Trusts are experiencing similar difficulties, so there could be no excuses for poor performance this year. The CEO confirmed her intention to monitor this

	work closely during January 2020 and Trustees requested that the matter be revisited at their next meeting.			
003.11	Action			
	A06	Bring a more detailed governance model to the next strategic session (including consideration of Board sub-committees)	HoCA	5 February 2020
	A07	Ensure education interventions are considered at next meeting	HoCA	5 February 2020
004	Performance			
004.1	<p><i>Annual Delivery Plan 2019-20</i></p> <p>The CEO presented the papers previously circulated and noted that the existence of some 'red-rated' aspects in regard to pupil attainment reflected the previous conversation in respect of interventions.</p> <p>Trustees noted the papers and agreed that the level of focused activity was to be welcomed.</p>			
004.2	<p><i>Self-evaluation framework</i></p> <p>The CEO presented the papers previously circulated and noted the importance of writing evaluatively. She noted also that this was a fresh approach to self-evaluation which was being viewed with interest externally.</p> <p>She confirmed the intention that, in future years, the SEF would be monitored annually and the ADP termly by Trustees.</p> <p>Trustees noted the SEF and approved it as a strong first attempt at meaningful self-evaluation.</p>			
005	Audit and Risk sub-committee			
005.1	In the absence of SJ, The HoCA presented the minutes of the most recent meeting. These were noted by Trustees.			
005.2	<p><i>Annual accounts and management letter</i></p> <p>The CFO presented the final annual accounts and associated documents and confirmed these had been thoroughly scrutinised by both FRC and ARC. He confirmed that the additions made by sub-committees had been incorporated and that ARC had recommended their approval by the full Board. He confirmed that SJ had expressed satisfaction at the cleanliness of the audit.</p> <p>As Accounting Officer, the CEO also noted that she had been impressed by the smoothness of the audit process and the outcomes.</p> <p>The CFO confirmed that, assuming the Board approved the accounts, he would ensure they were sent to the ESFA and published as required by the <i>Academies Financial Handbook</i>.</p>			
005.3	Resolution			
	Trustees approved the annual accounts and management letter.			
006	Finance and Resources sub-committee			

006.1	In the absence of BD, The HoCA presented the minutes of the most recent meeting. These were noted by Trustees. The CFO confirmed that full management accounts would be circulated in January.
007	Standards and Outcomes sub-committee
007.1	The Chair noted that the key points of discussion at the most recent SOC meeting had been covered under item 003.5 or would be covered later in the agenda. Trustees confirmed they had received the full minutes of the meeting and that these had been noted.
008	Corporate matters
008.1	<i>Ethical audit</i> The HoCA presented the paper which had been previously circulated and this was noted by Trustees.
008.2	<i>Global calendar</i> The HoCA presented the paper previously circulated which was noted by Trustees. Trustees expressed their desire, in particular, for the sequencing of SOC and Board meetings to be more closely aligned to key data drops and activities in the year.
008.3	<i>Calling of Annual General Meeting for 29 January</i> The HoCA presented the paper previously circulated.
008.4	Resolution Trustees approved the calling of the AGM for 29 January and the contents of the paper.
008.5	<i>Trustee recruitment</i> The Chair noted that this had already been covered under item 001.5.
009	Specific matters
009.1	<i>Iceni academy – separation of primary and secondary</i> SV gave a presentation outlining the reasons behind his recommendation that ICP and ICS should be split. The presentation reflected the points made in the paper previously circulated.
009.2	Clarification and challenge <ol style="list-style-type: none"> 1. Trustees expressed their support for the principle of all-through education and their disappointment that the Trust had not been successful historically in making this work at Iceni. The CEO confirmed that she, too, believed the model was a positive one that we should revisit in the future, but noted her reluctant agreement to the proposal being presented on the grounds that she believed both the academies and the communities they served would be better served by a separation. 2. Trustees asked for additional information regarding the transfer of pupils between the primary and secondary phases. SV confirmed that many pupils from the primary phase do not progress to the secondary phase as there is a more conveniently located secondary school providing a better transport service nearer to ICP.

	<ol style="list-style-type: none"> 3. Trustees asked for additional information in regard to all-through academies which had split. The COO confirmed four such cases nationally with a further 12 being actively considered. 4. Trustees asked how local communications would be handled in the event of their approving the proposal to separate. The CEO confirmed that she and the COO would prepare a thorough communication plan which would seek to preserve the reputations of both the academies and the Trust itself. 5. Trustees were concerned about the reputational damage that might arise from the reasons we had in coming to this decision and in particular that we should be confident if we wanted to develop all-through academies in future irrespective of issues around 'co-location'. 6. Trustees asked about the process for separation and the COO confirmed that a proposal would have to be made to the DfE who would give final approval.
009.3	<p>Resolution</p> <p>Trustees approved the proposal for ICP and ICS to separate. They noted their strong disappointment at this decision and their wish to return to the matter of all-through education in the future.</p>
	<p><i>PB left the meeting.</i></p> <p><i>Trustees asked TC to chair the remainder of the meeting. TC took the Chair at this point.</i></p>
009.4	<p><i>Ofsted monitoring – SCA</i></p> <p>The CEO presented the papers previously circulated. She confirmed that the DoS had dealt with outstanding compliance issues and that there would be a meeting with the RSC in late January to discuss improvement.</p> <p>She confirmed that she – along with the RED (Secondary West) and the Executive Principal – would be conducting a full review of the academy in January using the same evidence base as the Ofsted inspectors.</p>
009.5	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. Trustees expressed their disappointment at the outcome of the monitoring inspection and urged the CEO to ensure that greater pace was injected into the improvement plan and associated activity. The CEO referred Trustees to her planned outline of activity in January and confirmed that the RSC had expressed satisfaction with the way in which the Trust was responding to the difficulties.
009.6	<p><i>Ofsted monitoring – RAV</i></p> <p>SV presented the papers previously circulated and confirmed the appointment of a new Executive Principal to cover RAV with effect from the beginning of January. He confirmed that both Primary REDs would be working intensely with the academy and that a Full Academy Review had been scheduled for early April.</p> <p>The CEO confirmed that she would conduct an internal review in early February to monitor the implementation of the improvement plan and that there would be a meeting with the RSC in late January to review the improvement plan.</p> <p>Trustees noted the papers and the actions outlined.</p>
009.7	<p>Action</p>

	A08	Move forward the action required for ICP and ICS to separate	CEO/COO	January 2020
010	Matters for approval			
010.1	<i>Safeguarding policy</i> The DoS presented the policy which had been previously approved by all Trustees in November. She confirmed it had now been rolled out to all academies.			
010.2	Resolution Trustees approved the new safeguarding policy.			
010.3	<i>Risk management policy</i> The CFO presented the policy which had been previously circulated and confirmed that ARC had recommended its approval.			
010.4	Clarification and challenge <ol style="list-style-type: none"> 1. Trustees noted that the format of policies was still not aligned. The HoCA confirmed that this would now be changed following the adoption of a clear vision statement. 2. Trustees suggested the addition of a 'statement of intent' outlining the Trust's commitment to the understanding and management of risk rather than risk avoidance, in line with earlier discussions. 			
010.5	Resolution Subject to the comments in 010.4 above, Trustees approved the risk management policy.			
010.6	<i>Medical conditions policy</i> SB presented the policy which had been previously circulated.			
010.7	Clarification and challenge <ol style="list-style-type: none"> 1. In response to a question from Trustees, SB agreed to clarify the statement of intent to reinforce our commitment to the supervision and administration of medicines. 2. Trustees noted the onus placed by the policy on the academy leadership to ensure that appropriate arrangements are in place to support this policy. 3. In response to a question from a Trustee, the COO confirmed that it was necessary to state that staff had the right not to lead the administration of medicines, but reiterated the common duty expected of all staff to respond in emergency situations. 4. As with item 010.4, Trustees reiterated that this policy should be presented in the same format as other policies. 			
010.8	Resolution Subject to the comments in 010.7 above, Trustees approved the medical conditions policy.			
010.9	Action			

	A09	Ensure that the format of policies is aligned in accordance with the new vision statement	HoCA	Ongoing
	A10	Publish the risk management policy following the amendments discussed	CFO	January 2020
	A11	Publish the medical conditions policy following the amendments discussed	SB	January 2020
011	Any other business			
011.1	There was none.			
	<i>The meeting ended at 15:31</i>			

Date of next meeting:

5 February 2020
10:00 to 15:30
ATT Head Office, Sutton Coldfield

Action log

A01	Co-ordinate new Trustee recruitment and keep the Board informed	HoCA	January 2020
A02	Ensure sub-committee membership is revisited after the appointment of new Trustees	HoCA	5 February 2020
A03	Seek electronic signatures outstanding for the training log	HoCA	January 2020
A04	Complete online NSPCC training	Trustees	5 January 2020
A05	Ensure Trustee SCR is complete by seeing original passports from remaining Trustees	HoCA	January 2020
A06	Bring a more detailed governance model to the next strategic session (including consideration of Board sub-committees)	HoCA	5 February 2020
A07	Ensure education interventions are considered at next meeting	HoCA	5 February 2020
A08	Move forward the action required for ICP and ICS to separate	CEO/COO	January 2020
A09	Ensure that the format of policies is aligned in accordance with the new vision statement	HoCA	Ongoing
A10	Publish the risk management policy following the amendments discussed	CFO	January 2020
A11	Publish the medical conditions policy following the amendments discussed	SB	January 2020