

Meeting of the Academy Transformation Trust Board

14 July 2021

12:30 to 15:00

Venue: MSTEAMS

The 7 principles of public life

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

Board members	Initial	Position
Pat Beanland	PB	Chair
Tom Clark	TC	Trustee and Co-Vice-Chair
Richard Elms	RE	Trustee
Simon Jones	SJ	Trustee
Phil Milligan	PJM	Trustee and Co-Vice-Chair
Richard Priestley	RP	Trustee
Attendees	Initials	Position
Debbie Clinton	DC	CEO
Peter Wilson – item 5 only	PW	CFOO
Angela Doherty	AD	Clerk
Apologies	Initials	Position
Michaela Jackson	MJ	Committee member
Alistair Milne	AM	Trustee
Margaret Wilson	MW	Trustee
Andy Gannon	AG	DoCA

Minutes

ITEM	Detail
001	Routine business
001.1	<i>Apologies for absence</i> Apologies were received and accepted from MJ, AM, MW and AG. The meeting was quorate.
001.2	<i>Declarations of interest</i> There were no declarations of interest for this meeting.
001.3	<i>Minutes of the last meeting</i> The minutes of the last meeting were agreed as accurate and accepted.
001.4	<i>Matters arising and actions</i> All actions from the last meeting were complete. Matters arising a) <i>FE</i> - The Chair asked if there was any news on the outcome of the FE bid for funding. In response the CEO explained that the deadline for any decision has been moved back and it is not clear when the final decision will be made.

002	Strategic Considerations
002.1	<p><i>Strategic Discussion</i></p> <p>Trustees received the report which had been previously circulated. The Chair introduced this part of the agenda explaining that she would go through each paper in this section in turn.</p>
002.2	<p><i>Notes of the extraordinary meeting</i></p> <p>The notes had been previously circulated. The Chair drew attention to the following:</p> <ul style="list-style-type: none"> • <i>CEO performance management</i> – the current Trust Development Partner arrangements will end in September when there will be a final review meeting. Since the paper was written, Jenny Bexon-Smith, former Regional Schools Commissioner for East Midlands, has agreed to take over this role for a period of 2 years. There have been preliminary discussions with her. The job description is currently being reviewed and the Chair and Vice Chairs (CVC) intend to meet with her as soon as possible, along with the CEO. • <i>KIT meetings with the CEO</i> – CVCs now draw up the agenda for these meetings to ensure the meetings focus on the main areas of concern which Trustees have. • <i>Measuring progress</i> – it is anticipated that metrics will be developed by the CEO by September. • <i>Structures</i> –as detailed in the paper, the Board are asked to discuss the proposal to replace PAPP with a Remunerations Committee. The Board are also asked for their views on local governance. Both had been discussed by Trustees at the extraordinary meeting on 9 June 2021.
002.3	<p>Clarification and challenge</p> <p>In respect of structures</p> <ol style="list-style-type: none"> 1. Trustees endorsed the proposal as outlined in the report to remove PAPP and replace it with a more focused ‘Remuneration Committee’, and for the work of PAPP to be taken on by SOC and FRC as appropriate. This would enable each committee to have more Trustees on them which should lead to more detailed and robust discussion of the issues. 2. The Clerk asked if the Board would also like to consider the frequency of Board meetings. The Articles require a minimum of 3 to be held each year and ATT currently has 6. One option might be to move to 4 – one in October, one in December, one around Easter and one at the end of term. In response Trustees agreed that, given the amount of scrutiny they felt was still needed, they wished to keep to 6 Board meetings for now. This could be reviewed in the future. <p>In respect of local governance</p> <ol style="list-style-type: none"> 3. Trustees stressed the need for consistency in local governance and for clarity of roles of the local executive function and the local governance function. Local governors should test whether academies are delivering what their communities need in terms of high level education. 4. The CVCs would like to see an indicative paper for the Board to consider at its first meeting of the autumn term. They would like this to be one of the strategic matters for discussion at that meeting. 5. One Trustee felt that changing the name to Local Governing Body (or something along those lines) would better describe the role and could potentially attract more skilled people to join. High performing Trusts tend to use the terminology of ‘Local Governing Body’.

	<p>6. Another Trustee endorsed the view above and the importance of having the right terminology to attract the right people with the right skills.</p> <p>7. The CVCs felt that we needed to first define what we want the local committees to do before deciding on what they should be called. This would form part of the debate at the autumn meeting.</p>				
002.4	<p>Resolution</p> <p>Trustees agreed:</p> <ul style="list-style-type: none"> • that the PAPP Committee be disbanded. • that a new Remuneration Committee be formed. • that the items dealt with by PAPP currently be passed over to SOC or FRC as appropriate. • that the Board continue to meet 6 times a year for the next academic year. 				
002.5	<p>Action</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">A01</td> <td style="width: 60%;">Produce local governance review paper for the next Board meeting</td> <td style="width: 10%; text-align: center;">DoCA</td> <td style="width: 20%; text-align: center;">Next Board meeting</td> </tr> </table>	A01	Produce local governance review paper for the next Board meeting	DoCA	Next Board meeting
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002.6	<p><i>CEO Report</i></p> <p>Trustees received the report which had been previously circulated.</p>				
002.7	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. The Chair noted the dissatisfaction of the CEO and Principal with the reasons given for Bristnall Hall not being successful in its bid to become a Teaching School Hub. In response the CEO confirmed that she and the team at Bristnall Hall were extremely unhappy with the decision and the rationale behind it, especially as ATT had now been approached to deliver a lot of the work. 2. One Trustee was concerned that there was a big disconnect between what we had expected to hear and what the judges had said and asked if there was anything we should be concerned about behind this. In response the CEO felt that there was no one reason behind the decision. She hoped that the work we are doing with the National Schools Commissioner will help ATT in building its reputation which could impact on its success in any such bids in the future. This view was endorsed by another Trustee. 3. The Chair asked if there was any further update on the LMS project. The CEO confirmed that the final two meetings of the Project Board have been scheduled after which it will be handed over to SOC. At the final meeting in August there will be clear timelines for the LMS rollout, the digital strategy, an update on teacher researchers and the support for them from the Institute. 4. In respect of performance development, the CEO explained that the new Inquiry Question system was being piloted with c10% of the workforce. This had been discussed by PAPP at their last meeting. It enables colleagues to hone in on narrow performance criteria which will have the maximum impact on performance and on the Trust. This represents an important step in the evolving PIP documents. 5. The Chair noted that Beck Row is a concern for all Trustees. She asked the CEO for an update on the current situation and specifically what is being done to support staff. The CEO summarised the current situation for the benefit of Trustees. 				

	<ol style="list-style-type: none"> 6. The Chair was reassured to hear that Beck Row would be fully staffed from September and not having to rely on supply staff. 7. One Trustee, who had been involved in the case, expressed his support for the CEO and the staff at Beck Row who are having to manage this very difficult situation.
002.8	<p><i>Structural proposals</i></p> <p>The report had been previously circulated and a previous version had been presented at the last Board meeting. The Chair confirmed that the CVCs had gone through the proposals at their KIT meeting. They had questioned the CEO on why 4 Improvement Directors were needed rather than 2. Trustees were invited to put forward their comments with a view to reaching a final agreement on the direction of travel.</p>
002.9	<p>Clarification and challenge</p> <p>In respect of the Education structure</p> <ol style="list-style-type: none"> 1. One Trustee asked if the EPs had the capacity to provide support to other academies one day a week on top of the work in their own academies. In response the CEO confirmed that they are Principals who already have capacity and some are already doing this, and they have strong VPs behind them. This is really formalising what is already happening. All are hungry and ready for more responsibility. 2. One Trustee was concerned that the proposed structure did not look all that different from what was currently in place, apart from the addition of the NED post, and questioned what the additional cost would be, assuming that EPs would be paid more than Principals and that some REDs would still be on the payroll. He also noted that Trustees had not yet seen any detailed costs. In response the CEO explained that there would be no extra costs but instead estimated savings of c£0.5million. There are fewer people as one layer, the REDs, is being removed all together. One RED will be ringfenced to the NED role. The estimated per annum savings from the removal of the REDs layer will be £300K. 3. One Trustee pointed out that there are currently no outstanding academies so questioned which Principals would take on an EP role. In response the CEO agreed that there are no officially outstanding academies but some are very close and the Principals in those academies are the ones who could carry out an EP role. 4. Trustees questioned why 4 Improvement Directors were needed and asked why there couldn't just be one for Primary and one for Secondary. In response the CEO believed that 4 Improvement Directors (current EP role) were fundamental to ATT's current journey taking into account we have 5 RI academies and 2 inadequate ones. Moving to 1 for Primary and 1 for Secondary may be the right direction of travel but she felt it was too soon to move to that structure. 5. One Trustee questioned the nomenclature used of stabilise, repair etc and wondered if using the Ofsted grades instead would provide more clarity. The CEO explained that she did not have a strong view on this. The most important thing is that there are clear definitions and they are applied consistently. The Education Team themselves are keen on the nomenclature used as it clearly spells out what it needed for each level. 6. On a point of clarity the CEO asked Trustees to note that the Director of Safeguarding would become Director of Safeguarding and Inclusion, not SEND as was shown on the chart. SEND would naturally form part of the role but the title reflects the wider inclusion agenda. The timing of this change has not yet been finalised as there was still further work to do. It could be autumn but may not be until spring.

	<p>7. One Trustee questioned if the current Director of Safeguarding had the necessary expertise in Inclusion and SEND. In response the CEO confirmed that she had a background in such work prior to joining ATT. In addition external support will be provided as needed. The change in the job role reflects what is happening across the sector and the crossover between safeguarding, inclusion and SEND.</p> <p>8. The CVCs reassured Trustees that they had spoken at length with the CEO about the proposed structure reflecting some of the issues raised today around the number of Improvement Directors needed and if we had the qualitative capacity to improve academies. The CEO had reassured CVCs that her proposed structure would be able to deliver what was needed and she was confident that it was the right one to move ATT forward.</p> <p>9. The CVCs noted that they still needed to see the job descriptions for the NED and the Improvement Directors which are critical in ensuring that roles are clearly defined. The CEO confirmed that she is currently reviewing the drafts so they should be ready soon. The aim is for interviews to take place in the final week of August.</p> <p>10. One Trustee questioned whether we risked creating an expectation that if an academy reached the sustain level the Principal would automatically expect to move to an EP level, but would not be able to as there would be no post to fill. In response the CEO believed that we have a duty to develop our own people and this is one way of doing it. When leaders in good academies are engaged in another academy, their own will improve. As more move into sustain that is when conversations about the growth of the Trust begin.</p> <p>11. Trustees agreed that they needed to see the breakdown of the financial details to show the savings.</p> <p>12. One Trustee stressed the importance of having the right financial model to underpin growth.</p> <p>13. One Trustee questioned again the reasons why we can't move to 2 Improvement Directors now. In response the CEO restated that she does not believe we have the capacity to have only 2 at this time. There is a significant amount of work to be done which requires more capacity at this stage.</p> <p>14. One Trustee was concerned that the quality assurance needed with the new structure did not create more meetings taking staff out of the academies. The CEO reassured the Trustee that this would not be the case and the direction of travel is to move to fewer meetings, as outlined in Item 002.2.</p> <p>15. The Chair reassured Trustees that there would be an interview process for the NED role and the Improvement Director roles to ensure that the right people with the right skills are appointed.</p>								
002.10	<p>Action</p> <table border="1" data-bbox="272 1711 1358 1980"> <tr> <td data-bbox="272 1711 373 1845">A02</td> <td data-bbox="373 1711 1107 1845">Send job descriptions for NED and EP roles to CVCs</td> <td data-bbox="1107 1711 1225 1845">CEO</td> <td data-bbox="1225 1711 1358 1845">After this meeting</td> </tr> <tr> <td data-bbox="272 1845 373 1980">A03</td> <td data-bbox="373 1845 1107 1980">Provide a breakdown of financial costings for the new structures</td> <td data-bbox="1107 1845 1225 1980">CEO</td> <td data-bbox="1225 1845 1358 1980">Next Board meeting</td> </tr> </table>	A02	Send job descriptions for NED and EP roles to CVCs	CEO	After this meeting	A03	Provide a breakdown of financial costings for the new structures	CEO	Next Board meeting
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002.11	<p>Resolution</p> <p>Trustees endorsed the direction of travel for the new structures proposed.</p>								

002.12	<p><i>CSI evolution and operation model</i></p> <p>The report had been previously circulated. The CEO drew Trustees' attention to the following:</p> <ul style="list-style-type: none"> • The current CSI structure has been a useful part of the improvement journey but it is clear that some things can fall through the cracks by having separate CSIs for each area. Something picked as part of an ECSI does not necessarily get dealt with quickly if it is the remit of another department. • The aim is to move to one CSI every half term involving all departments. This means less meetings and more focus on key issues. • There will still be template agendas but Principals will be able to change them and be flexible to needs of each academy. • The current model runs the risk of the meeting itself becoming the end game. The new model is about changing the nature of CSI activity so that it becomes more of an opportunity to look at activities in practice rather than just sitting in a meeting. • TNGs and SDGs will become national rather than regional with common agendas. The Curriculum and Outcomes SDG, led by 2 high performing Principals, effectively becomes the senior SDG into which all TNGs will report.
002.13	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. One Trustee questioned if 6 meetings a year were needed. In response the CEO explained that 6 is just an indicative number. ELT are currently looking at the global calendar so it is possible that there may be less than 6. 2. One Trustee questioned whether or not creating one CSI would make the agenda too big. The CEO explained that the agenda will be created by the Principal to reflect what is needed. The meetings themselves will be half days and attendance will be revolving so people will only join as and when they need to. It will take time to bed in but the aim is for there to be less net time spent in meetings.
002.14	<p><i>ATT Dividend</i></p> <p>Trustees received the report which had been previously circulated. The Chair noted that this report had been presented to the Board at its meeting in May.</p>
003	Performance – education
003.1	<p><i>Key developments report</i></p> <p>Trustees received the report which had been previously circulated.</p>
003.2	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. Trustees were disappointed to see that there will be a delay in Ofsted inspections which could be up to 2 years for some academies. The CEO agreed that this is not good news but it was due to Ofsted capacity. She felt it further endorsed the need for other external validation. 2. In response to a question from the Chair about which years summer schools were targeted at and the numbers attending, the CEO explained that there will be Year 6 into Year 7 transition activities but others year groups will vary from academy to academy depending on the need and where it is felt intervention is required. The maximum number of days would be 10. She noted that there has been resistance from some parents to the summer schools which are being dealt with on a case by case basis.

003.3	<p><i>SOC minutes and meeting update (including Ofsted monitoring)</i></p> <p>Trustees received the minutes which had been previously circulated. The Chair summarised the main points from the meeting. At her request all Trustees had been sent the Academy Improvement Chronology document which sets out the categorisation for each academy and their improvement journey.</p>
003.4	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. The Chair noted that SOC had now received an update on laptops lost which had totalled 34 but asked how many had been issued. The CEO believed that c3000 were issued so the number lost is very small.
004	Performance – people
004.1	<p><i>Key developments report</i></p> <p>Trustees received the report which had been previously circulated.</p>
004.2	<p><i>PAPP minutes and meeting update</i></p> <p>Trustees received the minutes which had been previously circulated. The Chair summarised the main points from the meeting. He drew Trustees’ attention to the proposed whole Board discussion on the link between pay and performance which he would like to be the second strategic matter for discussion at the next Board meeting.</p>
004.3	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. The Chair was pleased to see that the issue of the use of supply staff was being addressed. 2. One Trustee asked if the note regarding the disconnect between the Financial Scheme of Delegation and the Governance Scheme of Delegation was being addressed. The Chair of PAPP confirmed that they would be brought into line.
	<i>PW joined the meeting for this item only</i>
005	Performance – finance and operations
005.1	<p><i>Key developments report</i></p> <p>Trustees received the report which had been previously circulated.</p>
005.2	<p><i>Management Accounts</i></p> <p>Trustees received the report which had been previously circulated. The Chair of FRC noted that the 9+3 forecast had changed since the report was issued to FRC with the estimated cost of living increase for support staff added back it. The new forecast figure for 9+3 is c£500k surplus.</p> <p>The CFOO asked Trustees to note that they are now working on the 10+2 forecast. There are still some costs to come in but it is anticipated that there will be a surplus of around £650K. The Chair of FRC was comfortable that, given the current climate, this was a fairly reasonable position for ATT to be in.</p>
005.3	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. One Trustee questioned why there was such volatility in the forecast and if this was due to external factors changing or the data being provided by the academies not being accurate. In response the CFOO explained that it was a mixture of both. Some is related to changes brought about by the pandemic but some also due to the quality of forecasting from some academies. He would not expect such volatility next year.

	<p>2. The same Trustee stressed the need to ensure that we have relevant and accurate data so that informed decisions can be made when things change and we need to react to those changes. In response the CFOO confirmed that the new finance system now in place will allow for 3 year rolling forecasts to be done so the impact of any changes can be seen more clearly.</p>
005.4	<p><i>Budget 2021/2022 (for approval)</i></p> <p>Trustees received the report which had been previously circulated.</p> <p>The Chair of FRC confirmed that the budget had been through a number of iterations and had, naturally, been the main focus of the discussion at the last FRC meeting. Version 3, presented here today, shows the reduction of the staff costs ratio from 81% to an average 79%, which is significant and potentially could mean a reduction in the staff role of 35/40. V3 gives a surplus position of £1.2m, a much improved picture from the first iteration of the budget which showed a £3m deficit. More detailed plans are being worked on and will be presented to the next meeting of FRC in August when it is expected that details of the staff savings will be included along with timescales for those changes.</p> <p>The Chair of FRC is recommending the budget V3 is approved by the Board.</p>
005.5	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. Trustees wished to reiterate their position that any ESFA surplus must only be used for costs associated with restructuring. 2. One Trustee asked for confirmation that 79% is not the end game and the direction of travel is towards 75%. In response the Chair of FRC confirmed that the ambition is to get closer to 75% always mindful that this must not impact on the delivery of education. FRC will continue to monitor this. 3. In response to a question from a Trustee about whether we are being prudent and including costs of living increases in the budget for 2022/2023 and 2023/2024, the CFOO confirmed we are.
005.6	<p>Resolution</p> <p>The Board approved the Budget 2021/2022.</p>
005.7	<p><i>FRC minutes and meeting update</i></p> <p>Trustees received the minutes of the meeting which had been previously circulated. The Chair of FRC noted that the main focus of the meeting had been discussion of the budget.</p>
005.8	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. The Chair noted that we are not as good at income generation as some other Trusts (although the Institute is doing well). The CFOO explained that the added value income plan had been delayed but that things were moving forward with the grant income plan and a number of bids had been submitted. 2. One Trustee asked if income generated by academies, for example by hiring out their sports facilities, was retained by the academy or by the centre. In response the CFOO confirmed that the income sits centrally as all costs associated with the activity also sit centrally. 3. The Chair noted the concern about the possible free school in Walsall. The CFOO confirmed that it had come as a surprise to everyone. The CEO confirmed that she had asked for a meeting with the Director of Children’s Services in Walsall.
	<p><i>PW left the meeting</i></p>

006	Risk and compliance
006.1	<p><i>Strategic risks report</i></p> <p>Trustees received the report which had been previously circulated. The Chair of ARC updated the Board as follows:</p> <ul style="list-style-type: none"> • There will be an annual review of the strategic risk register which is tied in to the risks identified in the annual report. • At the ARC meeting this morning, ARC agreed that they should be primary owners of the risk register but ultimately the Board have overall responsibility. • The risk register is produced by the executive but it is expected that the Board will challenge/add to it to provide assurance that we are across the risks. • It will be vetted by ARC and then the Board will receive an update each autumn for them to review and challenge. • It is an evolving document and should be the first tool in any strategic planning.
006.2	<p><i>ARC meeting update (including safeguarding)</i></p> <p>The Chair gave a verbal update on the ARC meeting which had taken place this morning. In addition to the discussion on the risk register as outlined above, the key points from the meeting are:</p> <p><i>Metrics</i></p> <ul style="list-style-type: none"> • Metrics are improving generally and are enabling ARC to monitor performance. • The risks and mitigations in areas where it is easier to measure performance (eg IT, health and safety, IT) are very strong. • Work is continuing on developing metrics for safeguarding which is, by its very nature, more intangible. <p><i>Safeguarding</i></p> <ul style="list-style-type: none"> • The Safeguarding Trustee confirmed that a very comprehensive report on Safeguarding had been received and he was pleased to see a lot of progress being made on compliance.
007	Corporate Matters
007.1	<p><i>Governance Scheme of Delegation 2021/2022 (for approval)</i></p> <p>Trustees received the report which had been previously circulated.</p>
007.2	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. The Chair noted that Trustees had agreed at the start of the meeting that the consideration of a possible name change for the LACs would be subject to further discussion at the first Board meeting in the autumn term when there would be consideration of the role and function of LACs. 2. In respect of the proposal to delegate power to the executive to remove ineffective local governors, Trustees were concerned that this could mean a non-executive role being managed by an executive function. Trustees also felt that, until the debate about local governance had taken place, no final decision should be made. 3. One Trustee proposed that, if there was a need to act quickly to remove a local governor, the Chair of the Board could be given delegated responsibility to do so under Chair's Action. This view was endorsed by Trustees. 4. The Chair was unsure what the change to the expenses policy meant for Trustees. In response the CEO confirmed that this just meant that both staff and Trustees are subject to the same expenses policy and processes. This reflects best practice in the sector.

	<p>5. One Trustee suggested that the LAC agendas should follow the same format as that of the Board, with items under the headings of strategic, performance and finance. The CEO proposed that this could form part of the discussions at the autumn Board meeting and may change as a result of those meetings but, for now it was important to have the standard agenda in place.</p> <p>6. The CEO asked if the Board were happy to approve the minor changes as outlined in paragraph 3.5 of the report with the proposals in respect of local governance (paragraph 3.7) being excluded from that approval. Trustees were happy to agree to the SoD on that basis.</p>
007.3	<p>Resolution</p> <p>Trustees approved the Governance Scheme of Delegation 2021/2022 with the changes outlined in paragraph 3.5 of the report only.</p>
007.4	<p><i>Academy Trust Handbook</i></p> <p>Trustees received the report which had been previously circulated.</p>
007.5	<p>Clarification and challenge</p> <p>1. Trustees asked if the ESFA threshold for approval of staff severance payment had increased as they had been given to understand that it was £50k currently. One Trustee confirmed that, in line with the latest legislation, a business case still needs to be done for payments over £50k, and ESFA permission sought. The reference to £100k is an additional paragraph which has been added in. The CEO explained that this relates to the balance between contractual versus non contractual obligations.</p>
008	Specific additional matters
008.1	There were none.
009	Matters for approval
009.1	<p><i>SEND Policy</i></p> <p>The Policy had been previously circulated. The Clerk confirmed that the Policy had been recommended for approval at SOC on 30 June 2021.</p>
009.2	<p>Resolution</p> <p>Trustees approved the SEND Policy.</p>
009.3	<p><i>Health and Safety Policy</i></p> <p>The Policy had been previously circulated. The Chair of ARC confirmed that the Policy had been recommended for approval by ARC at their meeting this morning.</p>
009.4	<p>Resolution</p> <p>Trustees approved the Health and Safety Policy.</p>
0010	Any other business
0010.1	<p><i>Meetings 2021/2022</i></p> <p>a) <i>Board meeting – autumn term.</i> The CVCs would like to move the date of the October meeting because PM is going to be away and he is leading on the pay/performance discussion. Ideally, they would like it to be on 29 September with SOC moving to 28 September. The aim would be to have the strategy session from 11 to 12.30 then the Board meeting from 1.30 to 3pm after a break for lunch. However, it was noted that there is also an FRC meeting on 29 September. The CVCs will speak to the DoCA in respect of options for a different date for the Board meeting.</p>

	b) <i>Location of meetings</i> - The Clerk asked Trustees for their views on a proposal by the DoCA that, for the next academic year, all sub-committees continue to be virtual and all Board meetings face to face, where possible.			
0010.2	Clarification and challenge			
	<ol style="list-style-type: none"> Trustees wanted to revisit the idea of roving sub-committees where at least some of the meetings would be held in academies. They felt this would be invaluable for Trustees in enabling them to connect more closely with academies and would provide an opportunity for Trustees to meet with staff and students. It was noted that some Trustees may not be free to travel as much so it may be that a hybrid model would be needed where some Trustees are in the academies and some on MSTEAMS. In respect of Board meetings one of the VCs thought that it had been agreed that there would be 2 Board meetings face to face, with the rest being virtual. The Clerk will liaise with the DoCA regarding the practical arrangements for meetings for the next academic year, taking into account Trustee comments. 			
0010.3	Action			
	A04	Consider options for the date of next Board meeting and feedback to the Board.	CVCs/ DoCA	After this meeting
	A05	Review arrangements for sub-committee and Board meetings next academic year and feedback to the Board.	DoCA/ Clerk	After this meeting
	<i>The meeting ended at 14.50</i>			

Date of next meeting:

To be confirmed

Signed by Chair *M Beadman*

Date.....20th September 2021.....

Action log

A01	Produce local governance review paper for the next Board meeting	DoCA	Next Board meeting
A02	Send job descriptions for NED and EP roles to CVCs	CEO	After this meeting
A03	Provide a breakdown of financial costings for the new structures	CEO	Next Board meeting
A04	Consider options for the date of next Board meeting and feedback to the Board	CVCs/ DoCA	After this meeting

A05	Review arrangements for sub-committee and Board meetings next academic year and feedback to the Board	DoCA/ Clerk	After this meeting
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Action log