

Meeting of the Academy Transformation Trust Board

15 December 2021

12:30 to 15:00

Venue: ATT Head Office and 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	Vice-Chair
Elaine Bonar	EB	Trustee
Tania Craig	TCr	Trustee
Diane Elleman	DE	Trustee
Alistair Milne	AM	Trustee
Attendees	Initials	Position
Richard Elms	RE	Interim CEO
Andy Gannon	AG	DoCA
Derek Trimmer – item 3 only	DT	NED
Peter Wilson – items 4 and 5 only	PW	CFOO
Angela Doherty	AD	Clerk
Apologies	Initials	Position
Simon Jones	SJ	Trustee
Richard Priestley	RP	Trustee

Minutes

ITEM	Detail
001	Routine business
001.1	<p><i>Welcome to new Trustee</i></p> <p>On behalf of the Board the Chair welcomed Diane Elleman (DE) to her first Board meeting. The Chair also noted that a new Trustee with a strategic development background has been found and it is hoped he will join the Board at its next meeting. The DoCA confirmed that he was due to meet with him this week to go through the usual checks and, all being well, he should be able to be appointed by January.</p>
001.2	<p><i>Apologies for Absence</i></p> <p>Apologies were received and accepted from SJ and RP. The meeting was quorate.</p>
001.3	<p><i>Declarations of interest for this meeting</i></p> <p>There were no declarations of interest for this meeting.</p>
001.4	<p><i>Minutes of the last meetings</i></p> <p>The minutes of the last meetings were agreed as accurate and accepted.</p>

001.5	<p><i>Matters arising and actions</i></p> <p><i>Matters Arising</i></p> <p><i>Recruitment of new CEO</i> – The Vice-Chair informed Trustees that the recruitment for a new CEO is now likely to be late February/March.</p> <p><i>Actions update</i></p> <p>AO2 – <i>Send job descriptions for the NED and EP roles to CVC</i> – The NED job description has been provided. The EP one is still awaited.</p> <p>AO3 – <i>Liaise with Acting NED re information needed for inspection ‘kit’ for Trustees</i> – Trustees noted that, for recent inspections, Trustees had been sent the information they needed but the ‘kit’ itself was still in the process of being put together.</p> <p>All other actions have been completed.</p>															
001.6	<p>Action</p> <table><tr><th>Action</th><th>Description of task</th><th>Who</th><th>When</th></tr><tr><td>A01</td><td>Send job description for the EP role to CVC.</td><td>Interim CEO</td><td>After this meeting</td></tr><tr><td>A02</td><td>Liaise with Acting NED re information needed for inspection ‘kit’ for Trustees and send to Trustees</td><td>Interim CEO</td><td>After this meeting</td></tr></table>				Action	Description of task	Who	When	A01	Send job description for the EP role to CVC.	Interim CEO	After this meeting	A02	Liaise with Acting NED re information needed for inspection ‘kit’ for Trustees and send to Trustees	Interim CEO	After this meeting
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001.7	<p><i>Confirmation of sub-committee membership</i></p> <p><i>Remuneration Committee</i></p> <p>The membership of the Remuneration Committee (REMCOM) has now been confirmed as the Chair of each of the sub-committees (ie FRC, SOC, ARC) plus the Vice-Chair of the Board.</p> <p><i>FRC</i></p> <p>The DoCA informed Trustees that MW had stood down from the Board and, in light of her departure, there was now a vacancy on FRC. The Chair noted that it was important to have an educational dimension on FRC and DE confirmed she was happy to join that committee.</p> <p><i>ARC</i></p> <p>In respect of ARC, the DoCA noted that this currently has only 2 Trustees. He will speak to the current Chair of ARC in respect of its future composition. DE confirmed that she was happy to serve on ARC if needed.</p> <p>The DoCA will also speak to the potential new Trustee about membership of FRC and ARC given his background.</p> <p><i>SOC</i></p> <p>MW was also on SOC but that Committee still has 4 members. The Chair noted that there is no limit on the number of Trustees on the Committee so others could join if they wished to. However, the main focus for now is the membership of FRC and ARC.</p>															
001.8	<p>Resolution</p> <p><i>Trustees confirmed the following composition for the Sub-Committees:</i></p> <p>REMCOM – TC, RP, PB, SJ</p> <p>FRC – RP, AM, DE</p> <p>SOC – PB, TC, TCr, EB</p> <p>ARC – SJ, TCr, vacancy</p>															

002	Strategic Considerations
002.1	<p><i>RSC meeting feedback</i></p> <p>Trustees noted the letter from the RSC which followed the annual review meeting attended by PB and RE and ATT's response to that letter, both of which had been previously circulated.</p> <p>Accepting that RAV remains of concern, the Chair was particularly disappointed about the RSC's comments on the capacity of ATT to carry out school improvement especially as recent Ofsted inspections had shown that excellent progress had been made.</p> <p>The letter sent in response provides counter arguments to refute the claims made by RSC.</p> <p>The Chair noted that she, the Interim CEO and the NED are due to meet with RSC again next week for the termly review of RAV and SCA. She was concerned that the RSC stated that progress to RI for RAV and SCA is not felt to be sufficient progression.</p>
002.2	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. One Trustee noted that there were a lot of new initiatives at RAV and progress is being made, but the impact of those initiatives cannot yet be evidenced hence it is not possible to rate it as good yet. 2. The Chair noted that COVID had had a significant impact on RAV and had meant that some initiatives had been stalled. 3. In response to a question from a Trustee as to what we expect the effect of our letter to be, the Chair stated that she hoped that RSC would recognise the work we are doing and the positive comments from Ofsted, and the fact that, in all cases, the judgements made by ATT matched those made by Ofsted, demonstrating a robust and effective internal review process. She confirmed her absolute faith in the new NED and in the judgements he is making. The Vice-Chair noted that the current Regional School Commissioner will be stepping down from that role so the letter provides a useful marker of ATT's position for the new incumbent. 4. The Interim CEO called into question what evidence RSC had of a lack of improvement, especially given the positive comments from Ofsted which are based on actual inspections. He endorsed the Chair's comments that the Ofsted findings matched those of the NED and the education improvement team. 5. Trustees endorsed the sentiments expressed in the letter to RSC. 6. The Chair noted that the RSC had asked her to raise with the Board the topic of a possible merger with another Trust and invited Trustees to put forward their views. 7. In response to the above the Interim CEO stated that, out of 21 ATT academies, only 2 are in category and a further 4 are RI. That means that more than three quarters of ATT's academies are good or better therefore there is no good reason for us to merge with another Trust. On the contrary, other smaller Trusts should be looking to merge with ATT. 8. Trustees endorsed this view with one Trustee, who has a background in mergers and acquisitions, noting that mergers should only go ahead if the organisation you are merging with can add value or improve which would not be the case if ATT merged with a smaller Trust. 9. Another Trustee noted that ATT was going through a period of change. A merger now risked creating instability at a time when the main focus needed to be on stabilising ATT. 10. Trustees agreed that merging with another MAT is not on the Board's agenda at this moment in time.

002.3	<p><i>CEO Report – Direction of Travel</i></p> <p>The Interim CEO presented the report which had previously been circulated highlighting the following:</p> <ul style="list-style-type: none"> • The proposed new direction of travel represents a move away from central control to Principals having more responsibility and being more accountable, all within set parameters and with training and support provided as needed. • Key central contracts such as HR, IT and Catering would be maintained. • The proposal includes GAG income, as determined by the Local Authority formulas, being retained in each academy rather than pooled, top sliced and then redistributed from the centre as it is now. Currently each academy gets funding based on the same AWPU which does not take account of local factors. • The proposed staffing structure is a snapshot of current thinking so could change (apart from the NED and NOD roles) and evolve over the next year so that the final structure will be in place for the start of the next academic year. • If the Trustees agree the direction of travel the next step will be to take this year's budget and disaggregate it to enable Principals to have a proper view of all costs for their own academy. • The proposal would mean that Principals will take responsibility for their own budgets and, if their pupil predictions were wrong, the academy itself would bear the impact of loss of funding rather than it being centralised and spread over all academies.
002.4	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. One Trustee asked if the planned management fee (top slice) would remain as 20% or will it be reduced. She noted that most academies operating this model have a management fee of 7% to 10%. In response the Interim CEO confirmed that he would expect it to be around 7.5% to cover the costs of the central contracts and the central functions which would be retained (eg IT, HR). He further explained that things such as capital expenditure, for which ATT receives funding, would not be included in the disaggregated budgets. 2. In response to a question from a Trustee about whether the long term aim was to make the Institute self-financing, the Interim CEO noted that ATT could aim for this and some initial work has been done on the costs and income related to the Institute. In the longer term he would like to explore the idea of ATT setting up its own framework for training teachers. 3. One Trustee questioned the difference in the salaries proposed for the Head of Primary and the Head of Secondary with the Secondary role being significantly higher. She was concerned that this risked devaluing the Primary role and was not a fair representation of the workload of these roles. This view was noted by the Interim CEO. 4. The Vice Chair emphasised that the broad strategic decision that Trustees were being asked to make was that funding will be devolved to the academies and Principals will be more responsible and accountable leading to a more slimmed down central function who would have a facilitating rather than a doing role. 5. One Trustee noted that this represented a significant change in approach. He was broadly supportive but raised a concern about whether Principals have the necessary capability to take on these new responsibilities or whether there would need to be a lot of staff development to get them to that level. 6. In response to the above the Vice-Chair noted that this would vary from academy to academy with some Principals being able to adapt straight away whilst others may need more support. The Interim CEO confirmed that support will be made available

	<p>where it is needed. He confirmed that the Principals he had met with so far were in favour of this new direction.</p> <p>7. DE asked for a copy of the existing staffing structure so that she could see the proposed changes more clearly. The Interim CEO undertook to send this to her further noting that the proposed new structure of one NED and one NOD was the most common model used in Trusts, albeit with the roles underneath still to be firmed up.</p>								
002.5	<p>Action</p> <table><tr><th>Action</th><th>Description of task</th><th>Who</th><th>When</th></tr><tr><td>A03</td><td>Send current staffing structure to DE</td><td>Interim CEO</td><td>After this meeting</td></tr></table>	Action	Description of task	Who	When	A03	Send current staffing structure to DE	Interim CEO	After this meeting
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002.6	<p>Resolution</p> <p>The Board approved</p> <ul style="list-style-type: none">the direction of travel as outlined in the paper presented by the Interim CEO.the first draft staffing structure, approving the two key positions of National Education Director (NED) and National Operations Director (NOD) roles but noting that roles under these may change as plans develop.								
002.7	<p><i>CEO Report – Pay Policy</i></p> <p>Trustees noted the policy which had been previously circulated.</p> <p>The Chair reminded Trustees of the concerns they had that 93% of staff had been subject to pay progression and the only reason the remaining 7% had not had an award was because they did not apply for it. There is also concern that no staff were on disciplinary/capability, which seems unlikely in a Trust the size of ATT, and that there is a danger that we are rewarding poor performance. In light of these concerns Trustees had instructed the HRD and DoCA to draft a new Pay Policy which is presented here.</p>								
002.8	<p>Clarification and challenge</p> <ol style="list-style-type: none">The Chair noted that the draft Policy does make some attempt to link pay to performance but it was still not clear if there was also going to be a Performance Management Policy, which she felt was needed.The Vice-Chair was concerned about the rhetoric contained within the current policy as it did not reflect the reality in practice. He noted that there is some good practice but there has been a lack of consistency across the Trust. He endorsed the view of the Chair expressed above that there is a risk that we may be rewarding poor performance and had also been very surprised to see that there were no formal disciplinary/capability reasons for non-eligibility this year. He further noted that a pilot scheme was underway for 10% of the teachers using a different model where teachers are entitled to progress unless it is ‘unearned’. He questioned this approachThe Vice-Chair also raised his concerns about how some pay awards have been dealt with in the past in particular affecting the previous CEO and some other ELT staff.The Chair was concerned that action is taken this academic year to ensure that the existing Pay Policy is applied consistently and appropriately so that the situation last year of effectively ‘rubber stamping’ pay progression is not repeated. The Remunerations Committee has instructed the Interim CEO to ensure that Principals set objectives for this academic year and that they follow the correct process in line with the existing policy for reviewing performance.The Interim CEO confirmed that he was addressing this issue with Principals, along with the NED and the new Heads of Primary and Secondary. They are telling Principals that								

	<p>they must set objectives and follow the correct processes. He has been reassured by the Principals he has spoken to so far that this is happening .</p> <ol style="list-style-type: none"> 6. The Chair noted that she has asked for this to be brought up at the Principals Development Group noting that there will be serious consequences for anyone not doing this but remained concerned that objectives have not yet been set in some cases when they should have been set at the start of the academic year. In response the Interim CEO confirmed that he has had assurance that objectives have been set. 7. One Trustee asked what would happen in an academy which was having financial problems but in which all staff were eligible for pay progression because they had met their set objectives. In response the Interim CEO confirmed that such pay rises would have to be honoured and the cost covered by savings found elsewhere. 8. In response to a question from the Chair, the DoCA confirmed that the Policy had been drafted by the HRD and then discussed in depth at ELT. The Policy presented reflects that discussion. The aim is to firm up and clarify the process for pay progression and, if approved, the Policy would come into force in September 2022. 9. The DoCA explained that, following on from the ELT discussion, the proposal is that every year there will be a conversation with each individual about their performance measured against professional standards, or measured against set objectives. ELT felt that performance should be measured against external professional standards but it could be against objectives if that is what Trustees preferred or both. The key thing is that an annual assessment of performance takes place and any policy is applied robustly. 10. In respect of measures of performance one Trustee felt that professional standards should be seen as a baseline of minimum expectation of performance so, whilst they should form part of the discussion of performance, stretching targets should be set on top of those as well to measure impact. 11. The Chair endorsed this view noting that objectives must link to the improvement agenda in each academy. 12. The Vice-Chair stressed that the objectives/direction of travel should be the same at every level. It is about strategic capacity, student outcomes and financial efficiency and effectiveness. What Trustees are being asked to do is accept the principle that there need to be stretching targets around these three areas, that there must be a robust system in place and that the system must be applied rigorously across the Trust. 13. The Vice- Chair further reminded Trustees that pay progression is not just about teachers but relates to all other staff support staff and Centre staff as well so the principles above must also be applied to them. 14. The Vice-Chair raised a concern that the Policy presumes a change to the Scheme of Delegation whereby LGBs hear pay appeals. In light of the current review of local governance he suggested it would be better for that not to be included at this stage. The Chair endorsed this view but noted that there did need to be some form of appeal process as an interim measure. 15. The DoCA agreed that, for now, a panel of Trustees (perhaps the Remuneration Committee) would be most appropriate forum for appeals. He further stressed that the most important thing is that the policy is implemented properly and that staff have the capability to have those difficult conversations. 16. The Chair noted that this policy is for implementation next academic year and there was a lot of work to be done to ensure that, once agreed, there is sufficient time for appropriate training to take place.
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	<p>17. One Trustee asked if there was a separate Performance Management Policy to sit alongside the Pay Policy. In response the DoCA explained that there is a Performance Development Policy which will need to be reviewed once the principles of pay and performance management are in place. The conversation needs to be about separating professional development from performance management. He believes that performance management should be part of the Pay Policy, or a separate document but very closely aligned to it.</p> <p>18. The same Trustee endorsed this view noting a Performance Management Policy would be the one against which Principals and all staff could be held to account.</p> <p>19. The DoCA confirmed that he will take back Trustee comments to ELT for their next discussion of the Policy in January and that the Interim CEO would revisit the issue with the Board in good time for implementation in September.</p> <p>20. On a point of clarification, the DoCA summarised the key points he will feedback to ELT as below</p> <ul style="list-style-type: none">○ There will be an annual assessment of all staff linked to stretching and challenging targets.○ These targets will be linked to the overall objectives of the Trust of strategic capacity, student outcomes and financial efficiency and effectiveness.○ The targets at academy level should be linked to each academy’s own improvement plan which will also be subject to annual review.○ All of the above will inform pay progression decisions.○ We need to ensure that all managers have the capability to carry out difficult conversations.○ Principals will be held to account through their own performance management process.○ The appeals process should not involve LGBs at this time.○ We need to strip out the rhetoric, including removing the Nolan Principles from ATT document templates.											
002.9	Action <table><tr><th>Action</th><th>Description of task</th><th>Who</th><th>When</th></tr><tr><td>A04</td><td>Bring next draft Pay Policy and the Performance Management Policy, if separate, to the Board taking into account Trustee feedback and further discussion with ELT</td><td>Interim CEO</td><td>Future Board meeting</td></tr></table>				Action	Description of task	Who	When	A04	Bring next draft Pay Policy and the Performance Management Policy, if separate, to the Board taking into account Trustee feedback and further discussion with ELT	Interim CEO	Future Board meeting
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DT joined the meeting at this point												
003	Performance – education											
003.1	<p>Report on autumn term from NED</p> <p>Trustees received the report which had been previously circulated. The Chair invited the NED to provide an update for Trustees on the CSI process, SEND and academy categorisation.</p>											
003.2	<p>CSI and SEND</p> <p>The NED drew Trustees’ attention to the following:</p> <ul style="list-style-type: none">• The CSI process is an umbrella term to review everything we do.• The first meeting has now taken place and provided a baseline to inform what the next steps might be.• What each academy needs moving forward has been assessed and FARs or FARLITEs will be carried out depending on the needs of each academy.											

	<ul style="list-style-type: none"> • The detailed schedule of FARs will come to SOC in the new year. • A mix of staff from both east and west will take part driving forward the school improvement agenda as well as being part of the quality assurance process. • A more coherent approach is being adapted with SEND and the Institute involved in inspections and there is a shift to working as one Trust rather than in silos. • A team of top practitioners, line managed by the DoI, has been set up to form a team of experts who can be called upon to be part of the FARs and who will oversee the SEND strategy for ATT. Their time would be recharged and go back into academy budgets to enable them to develop SEND at academy level.
003.3	<p>Clarification and challenge</p> <p>CSI</p> <ol style="list-style-type: none"> 1. In response to a question from the Chair about whether or not safeguarding would be part of the CSI process, the NED confirmed that it would be but there will still be some separate detailed safeguarding audits. 2. The Vice-Chair was concerned that the CSI process would be too onerous on people's time, taking them away from their day to day activities and sought assurance that the aim was to move away from too many meetings. In response the NED confirmed that the new process should mean less time in meetings with the emphasis on being more functional and operational (whilst still recognising the strategic priorities set out at the start of the year) rather than looking through a lot of data. The CSI is bespoke based on individual academy needs and people do not need to attend for the whole time. Now that the first CSI has taken place, the education team have a list of priorities/actions which would be the focus of the next review. 3. The same Trustee asked if the process was a good use of time for those outside the education directorate. In response the NED noted that, whilst it was useful to have operational staff at the first CSI as it highlighted areas to be looked at, it may not be the best use of their time moving forward. 4. The Interim CEO acknowledged that more consideration needed to be given to the time allocated to the CSI process for operational staff but the first one had provided some concrete outcomes. <p>SEND</p> <ol style="list-style-type: none"> 5. The Vice-Chair questioned if ATT still needed a specialist for SEND, or if the current model of a team of experts was sufficient. In response the NED explained that, even with the team of experts, there would still be a gap at the specialist legal level but that role could perhaps be on a retainer basis. 6. The Vice-Chair asked why it was necessary to wait until February for the team of experts to be operational. In response the NED confirmed that they were now due to meet early January so would be ready to go from that point.
003.4	<p><i>Ofsted inspections</i></p> <p>Trustees noted the positive outcomes from the recent Ofsted inspections. On behalf of the Board the Chair wished to record her thanks to the NED and his team for all their efforts in achieving this.</p>
003.6	<p><i>Academy categorisation</i></p> <p>Trustees noted the academy categorisations which had been previously circulated. The NED explained that this is looked at on a weekly basis.</p>

003.7	<p>Clarification and challenge</p> <p>Iceni</p> <ol style="list-style-type: none"> 1. In response to a question from the Chair as to why Iceni is not a solid 2, the NED explained that it is treated as an all through academy rather than a separate Primary and Secondary so Ofsted give just one judgement. He noted Primary is very strong but secondary less so therefore the overall grading cannot be more than a 2 currently. 2. The NED went on to confirm that the senior leadership teams are now working together and the FAR will be done with both academies. <p>STAR</p> <ol style="list-style-type: none"> 3. The Chair noted that there was an issue around pupil premium and asked for an update. In response the NED confirmed that progress had been made and he thinks that the issue is now resolved. He further noted that a grading of 2 was still the most likely. <p>RAV and SCA</p> <ol style="list-style-type: none"> 4. The NED drew Trustees' attention to his judgement of SCA as a possible 2 noting that this was a significant change from where it was. He noted that in his last 3 visits it was a definite 2, however, he advised caution as it might be that Ofsted may want to wait longer to see the impact of the work being embedded and sustained before they would award a 2. 5. The NED noted that the HMI may wish to keep the next visit as a monitoring visit and then revisit in 3 or 4 months' time to see the impact of the improvements and then, it is hoped, a judgement of good would be awarded. The Interim CEO supported this idea. 6. The NED confirm he was very happy with the progress being made at RAV but more time was needed to ensure the improvements are embedded. <p>Pool Hayes</p> <ol style="list-style-type: none"> 7. The NED was confident that this will be graded 2 and felt that it was on the same level at TNH. The inspection could be as early as Easter although may not be until September 2022. <p>Phoenix</p> <ol style="list-style-type: none"> 8. The NED explained that the last Ofsted rating of 2- in September 2019 meant that whilst still good it was declining, and Ofsted will usually revisit around 18 months later. This mean that an inspection is likely soon. He confirmed that appropriate support measures were being put in place to drive forward improvements.
	<i>DT left the meeting at this point. PW joined the meeting</i>
004	Performance – finance and operations
004.1	<p><i>Report from FRC 1 December 2021 including meeting minutes</i></p> <p>Trustees received the minutes which had been previously circulated. In the absence of the Chair of FRC, the CFOO summarised the main points from the meeting as below:</p> <ul style="list-style-type: none"> • The latest forecast of a deficit of £316k is better than anticipated. • There are still £1.5m savings to be found to get to a surplus budget and these cannot all be from staff savings. • Savings will be made across the board and the CFOO is confident that the savings target will be achieved. He should be able to show where those savings are coming from at the next FRC meeting. • Principals are being asked to consider staff savings in years 2 and 3.

004.2	Clarification and challenge <ol style="list-style-type: none">1. The Chair noted that one of the actions from FRC was for a summary of actual staffing costs (at both academy and central level) to be brought to this meeting and questioned why it had not been. In response the Interim CEO confirmed that he had received the information and apologised for not circulating it. The CFOO will circulate it to Trustees after this meeting.2. In response to a question from the Chair about the use of the Supply Register rather than using cover supervisors in academies, the Interim CEO explained that they are in some academies but not all, as it is not always possible to find cover. He noted that some academies are allocating time on teaching timetables for cover.3. The CFOO confirmed that, by using the Supply Register, he expected to see around 10% savings on cover costs.4. The Vice-Chair questioned the number of ELT attending FRC. In response the DoCA noted that some were only there for certain parts of the meeting rather than for the full time.								
004.3	Action <table><tr><th>Action</th><th>Description of task</th><th>Who</th><th>When</th></tr><tr><td>A05</td><td>Send summary of actual staffing costs (at both academy and central level)</td><td>CFOO</td><td>After this meeting</td></tr></table>	Action	Description of task	Who	When	A05	Send summary of actual staffing costs (at both academy and central level)	CFOO	After this meeting
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004.4	<i>Report from Rem Comm 6 December 2021 including meeting minutes</i> <p>Trustees received the minutes which had been previously circulated. The Chair summarised the key points from the meeting highlighting that the focus of the meeting was their concern around pay progression as had been discussed earlier in this meeting.</p>								
005	Risk and compliance								
005.1	<i>Report from ARC 1 December 2021</i> <p>The Safeguarding Trustee confirmed she is in regular contact with the DoS and is happy with the information she is receiving.</p>								
005.2	<i>Annual Accounts</i> <p>In the absence of the Chair of FRC, the CFOO confirmed that the surplus for 2020/2021 was £1.6m and that this had been ratified by FRC as being in line with what was forecast. In terms of the audit he confirmed that this had gone very well with only one new control point and 3 outstanding from the previous year.</p>								
005.3	Clarification and challenge <ol style="list-style-type: none">1. The Chair questioned why the asset register was done at the end of the financial year. In response the CFOO confirmed that it is ongoing throughout the year but the bulk of the work is capital expenditure and is done over the summer so invoices are received September/October. He confirmed that it is not a major concern but more resource is being put into it this financial year.								
005.4	Resolution <p>The Board approved the Annual Accounts 2020/2021.</p>								
005.6	<i>Meeting minutes</i> <p>Trustees received the minutes which had been previously circulated.</p>								
	<i>PW left the meeting at this point</i>								

006	Corporate Matters
006.1	<p><i>Actions from Board discussion 17 November 2021</i></p> <p>The DoCA presented the report which had been previously circulated. Since the report was written Jubilee LGB had met and he will get feedback on that in due course. The Trustee sub-committee for CPA are due to meet in the new year.</p>
006.2	<p>Clarification and challenge</p> <p>LGB</p> <ol style="list-style-type: none"> 1. The DoCA noted that the proposed revised job descriptors for the Chair and Vice Chair of the LGB had been circulated with the papers for Trustees to review and approve if appropriate. 2. In respect of the conversations with the LGB Chairs the DoCA proposed that the job descriptor, if agreed, could be used as the template for the conversations and he could create a script based on the role descriptor and what the Board needs to know. The Chair and Vice Chair confirmed that they wished to do the first few but involve other Trustees who could then take these on. 3. Trustees were happy with the role descriptors as presented. The DoCA will send them to the LGB Chairs. <p>Remuneration</p> <ol style="list-style-type: none"> 4. The DoCA summarised his findings in respect of the remuneration of Trustees as detailed in his report. 5. The Vice Chair noted that some form of remuneration can be helpful in the recruitment and retention of Trustees and sends a message to ATT staff of the importance placed on the role of Trustees. 6. The Vice- Chair was aware of some Trusts who did offer remuneration. 7. The DoCA noted that the Articles allow for the payment in certain circumstances and undertook to put together further guidance on how this might be used, mindful always of the need to ensure that ATT acts in accordance with its Articles and Charity Commission guidance. <p>Link Trustees</p> <ol style="list-style-type: none"> 8. Following the departure of MW and new Trustees joining the Board, the link Trustees were revised again with the focus being on those academies where an inspection was more likely. <p>Trustees confirmed the following link Trustees:</p> <ul style="list-style-type: none"> • Sutton Community Academy – Tom Clark • Ravens Academy - Pat Beanland (already established) • Pool Hayes Academy - Pat Beanland • Nicholas Hamond Academy - Flying Squad with Alistair Milne as observer • Star Academy - Tom Clark • Bristnall Hall Academy - Tania Craig • Beck Row Academy – Elaine Bonar • Icen Academy – Diane Elleman • ATTFE- Elaine Bonar • Caldmore Primary Academy - Tania Craig • Phoenix Academy – Tania Craig <p>The following will be assigned a link Trustee in due course:</p>

	<ul style="list-style-type: none">• Great Heath Academy• Jubilee Primary Academy• Kingsmoor Academy• Mildenhall College Academy• North Walsall Primary Academy• Sun Academy• The Hathaway Academy• The Queen Elizabeth Academy• Westbourne Academy• Dukeries Academy												
006.3	Action <table><tr><th>Action</th><th>Description of task</th><th>Who</th><th>When</th></tr><tr><td>A06</td><td>Send role descriptors to LGB Chairs and Vice Chairs</td><td>DoCA</td><td>After this meeting</td></tr><tr><td>A07</td><td>Create guidance on Trustee remuneration</td><td>DoCA</td><td>After this meeting</td></tr></table>	Action	Description of task	Who	When	A06	Send role descriptors to LGB Chairs and Vice Chairs	DoCA	After this meeting	A07	Create guidance on Trustee remuneration	DoCA	After this meeting
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006.4	<i>Annual General Meeting</i> <p>The DoCA drew Trustees’ attention to the fact that the Companies House have now stated that AGMs must be held in person.</p>												
006.5	Clarification and challenge <ol style="list-style-type: none">1. The Chair, who is also a Member, noted that she would be away on the proposed date and asked if this could be changed. The DoCA confirmed that it could and he will contact the members to try to find a new date. The meeting must be held before 27 April 2022.2. The Vice-Chair asked if it was obligatory to invite LGB Chairs as he felt that this may not be appropriate given the review of local governance. In response the DoCA confirmed that the only people who must be invited are the Members and the Auditors. Trustees agreed that LGB Chairs should not be invited this year												
006.6	Action <table><tr><th>Action</th><th>Description of task</th><th>Who</th><th>When</th></tr><tr><td>A08</td><td>Liaise with members regarding a new date for the AGM.</td><td>DoCA</td><td>After this meeting</td></tr></table>	Action	Description of task	Who	When	A08	Liaise with members regarding a new date for the AGM.	DoCA	After this meeting				
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007	Specific additional matters												
007.1	There were none.												
008	Matters for approval												
008.1	There were none.												
009	Any other business												
009.1	Trustees noted that this was AD’s final meeting as clerk and thanked her for the support she had given to the Board over the last eighteen months.												
	<i>The meeting ended at 3.06</i>												

Date of next meeting: 8 February 2022 12.30 to 15.30

M Beadman

Signed by Chair

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Date.....8th February 2022.....

Action log

Action	Description of task	Who	When
A01	Send job description for the EP role to CVC.	Interim CEO	After this meeting
A02	Liaise with Acting NED re information needed for inspection 'kit' for Trustees and send to Trustees	Interim CEO	After this meeting
A03	Send current staffing structure to DE	Interim CEO	After this meeting
A04	Bring next draft Pay Policy and the Performance Management Policy if separate to the Board taking into account Trustee feedback and further discussion with ELT	Interim CEO	Future Board meeting
A05	Send summary of actual staffing costs (at both academy and central level)	CFOO	After this meeting
A06	Send role descriptors to LGB Chairs and Vice Chairs	DoCA	After this meeting
A07	Create guidance on Trustee remuneration	DoCA	After this meeting
A08	Liaise with members regarding a new date for the AGM	DoCA	After this meeting