

**Meeting of the Academy Transformation Trust Board**

**18 May 2022**

**10:30am to 14:00pm**

**Venue: Harvest Fields Centre**

<b>Board members</b>	<b>Initial</b>	<b>Position</b>
Pat Beanland	PB	Chair
Tom Clark	TC	Vice-Chair
Elaine Bonar	EB	Trustee
Tania Craig	TCr	Trustee
Diane Elleman	DE	Trustee
Mark Gill	MG	Trustee
Alistair Milne	AM	Trustee
Louise Jones	LJ	Trustee
Carl Edwards	CE	Trustee
<b>Attendees</b>	<b>Initials</b>	<b>Position</b>
Richard Elms	RE	Interim CEO
Peter Wilson	PW	ANFOD (Item 003 only)
Sam Elms	SE	Head of Governance (Item 004 & 005 only)
Michelle Eaves	ME	Governance Clerk (Item 004 & 005 only)
Becky Indelicato	BI	GVO (Item 004 only)
Neil Gunn	NG	GVO (Item 004 only)
Amber Fitch	Clerk	Governance Officer

**Minutes**

<b>ITEM</b>	<b>Detail</b>
<b>001</b>	<b>Routine business</b>
001.1	<i>Welcome to new Trustee</i> On behalf of the Board, the Chair welcomed any new Trustees to the meeting.
001.2	<i>Apologies for Absence</i> Apologies were received and consented for Louise Jones & Carl Edwards. The meeting was quorate.
001.3	<i>Declarations of interest for this meeting</i> There were no declarations of interest for this meeting.
001.4	<i>Minutes of the last meeting</i> The minutes of the last meeting held on 30 <sup>th</sup> March 2022 were <b>agreed</b> as accurate and accepted, subject to the below amendment – <ul style="list-style-type: none"> <li>• <u>Item 004.1, Page 6</u> – To correct staff resignation date to 31<sup>st</sup> May 2022.</li> </ul>

	<i>Action</i>																			
	<b>Action</b>	<b>Description of task</b>	<b>Who</b>	<b>When</b>																
	A01	To amend item 004.1 of the minutes to read '31 <sup>st</sup> May 2022'	Clerk	After meeting																
001.5	<p><i>Matters arising and actions</i></p> <p>An update on actions was provided as follows, with all actions completed unless stated otherwise:</p> <ul style="list-style-type: none"> <li>• A04 – A review of the pay of primary and secondary academy staff against national averages would take place once the new HR Lead was in post. The draft Pay Policy 2022/23 did however include pay scale information for Principals in line with the School Teachers Pay &amp; Conditions document.</li> <li>• A07 – The White and Green papers had been shared. The CEO highlighted the new Education Bills which had been released which would impact multi-academy trusts (MATs). The document would be shared via email for information.</li> <li>• A09 – MG reported verbally that he would be meeting with tender companies for the new MIS system on 23.05.22; with a decision on how to proceed to be taken by 25.05.22.</li> <li>• A12 – The Risk Management policy / strategy would be shared with Trustees by the end of the summer term 2022.</li> <li>• A15 – The Chair was pleased to report that LJ had been appointed as a member; this was in line with the Articles of Association.</li> </ul> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A02</td> <td>To share the new Education Bills via email for Trustee information</td> <td>CEO</td> <td>After meeting</td> </tr> <tr> <td>A03</td> <td>To provide Trustees with an update on the chosen MIS provider, once agreed</td> <td>MG</td> <td>After meeting</td> </tr> <tr> <td>A04</td> <td>To share the Risk Management policy / strategy with Trustees for information</td> <td>PW</td> <td>End of term</td> </tr> </tbody> </table> <p><i>Action</i></p>				Action	Description of task	Who	When	A02	To share the new Education Bills via email for Trustee information	CEO	After meeting	A03	To provide Trustees with an update on the chosen MIS provider, once agreed	MG	After meeting	A04	To share the Risk Management policy / strategy with Trustees for information	PW	End of term
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A02	To share the new Education Bills via email for Trustee information	CEO	After meeting																	
A03	To provide Trustees with an update on the chosen MIS provider, once agreed	MG	After meeting																	
A04	To share the Risk Management policy / strategy with Trustees for information	PW	End of term																	
001.6	<p><b>Clarification and challenge</b></p> <p>1. A Trustee asked for an update on the Modern Slavery Statement; they were advised that an update on MAT policies was on the agenda for discussion.</p>																			
<b>002</b>	<b>Strategic Considerations</b>																			
002.1	<p><i>CEO Report, including update on draft Pay Policy 2022/23</i></p> <p>Trustees noted the Interim CEO's report that had been shared prior to the meeting. RE, Interim CEO highlighted the below key points for Trustees –</p> <p>a) <u>Ofsted</u> – Trustees were advised that 6 academies within the Trust had been subject to an Ofsted inspection this academic year; all of which had had positive outcomes resulting in 2 academies moving from 'requires improvement' (RI) to 'good' and one moving from 'inadequate' to 'good' under the new framework. This was an outstanding achievement for the Trust. The Interim CEO highlighted that RAV was on track to be</p>																			

removed from RI following their next inspection and that an inspection of TQEA was expected before year end.

Trustees were reminded of the contents of the White and Green paper in relation to MAT expansions; the Interim CEO stated that the Trust were in a strong position and that strategic plans were in place relating to future growth.

- b) Finance – Trustees were advised that the Finance Team would be meeting with Principals on 19.05.22 to discuss academy finances and 2022/23 draft budgets. Trustees attention was drawn to the report which provided projected pupil numbers. Overall, secondary academy numbers on roll (NOR) were healthy however, there were concerns relating to reducing NOR for THA and the impact of LAG funding. Trustees were advised that an application would be made to the ESFA for a grant to support the +5% growth in numbers; however, the success rate of this application was low due to the Trust having healthy reserves.
- c) Operations – Trustees noted the Learning Management System (LMS) report shared prior to the meeting. The Interim CEO reported that the process had taken longer than expected and that there were delays in rolling out the system to secondary academies. The LMS was in place at primary academies; with staff trained in using the system. One Trustee shared his disappointment that the project seemed to have lost its focus which was to improve pedagogy and development new metrics for valuing student performance. We seem to have put staff training before student learning and that the delay in rolling out the scheme to secondary students was difficult to understand.
- d) TQEA expansion – Trustees noted the report provided and the need to expand TQEA to meet the NOR as the original structure had not been built for purpose.
- e) MAT Policies – The Interim CEO proposed that the Trust commission the services of Browne Jacobson to review MAT policies to ensure these were up to date with relevant legislation, compliant and consistent. The fees for these services stood at a one-off cost of £1800 and £600 p/a thereafter.
- f) MAT development / improvement plan – Trustees were advised that the MAT self-evaluation (SEF), development / improvement plan and vision / values were being reviewed for discussion at the next meeting.
- g) Pay Policy 2022/23 – The draft policy had been shared prior to the meeting; Trustees were invited to provide feedback.
- h) Performance Management Policy - The draft policy had been shared prior to the meeting; Trustees were invited to provide feedback.

*Action*

Action	Description of task	Who	When
A05	MAT SEF, development / improvement plan and visions / values to be items on the next agenda	Clerk / CEO	Next meeting

002.2

**Clarification and challenge**

1. A Trustee suggested that it would be useful to have potential scenarios drawn up on the impact of recruiting new academies to the Trust, particularly if the academy was in the RI Ofsted category. The Interim CEO highlighted that there were 4 primary academies already in the MAT which were of a high priority and that caution would be taken with any expansion going forward to maintain already improved standards.

2. A Trustee highlighted prior discussions relating to the possibility of reducing the published admission number (PAN) for THA and asked if this was necessary due to reducing NOR. They were advised that having spaces on roll had created challenges for THA due to high numbers of mid-year admissions and generally, these students having challenging backgrounds requiring additional support. The opening of local Free Schools and the location of the academy also had an impact on NOR. It was not deemed necessary at this time however to formally reduce the PAN as projected Year 7 intake for September 2022 stood at 160.
3. Trustees noted that the purpose of the LMS was to improve the delivery of learning / education and increase opportunities. They questioned whether the current priorities of the embedding of LMS needed to be reviewed to reflect the priority for beneficial student outcomes. The Interim CEO took Trustee comments on board and would discuss the feedback with NED.
4. A Trustee asked the NED had proposed to reduce costs in the revised secondary development plans for LMS. They were advised that this was due to not being able to achieve the plan with high NOR and that it was deemed best to pilot this on a smaller cohort and get delivery correct, before expanding numbers.
5. A Trustee noted that there were now more users of LMS and asked if this data related to internal or external users; the Interim CEO believed this related to internal users.
6. Trustees noted that Abby Bayford (AB), Director of Institute was due to go on maternity leave and asked if this would have an impact on LMS. It was reported that AB was due to go on maternity leave in November 2022 and that consideration was being given on how best to cover her post.
7. A Trustee questioned if some MAT policies, such as the Pay Policy, could be personalised to the Trust. The Interim CEO confirmed that this was the case, but that Browne Jacobson would be able to provide draft policies.
8. Following a question on why Browne Jacobson was the preferred provider to review / provide MAT policies, the Interim CEO reported that Browne Jacobson also acted as the lawyers for the Trust. Feedback on the quality of services was positive and using a current provider also provided consistency. Costs for the service were also deemed to be reasonable but could be reviewed on an annual basis.
9. A Trustee asked if Browne Jacobson had already been commissioned to undertake the work on MAT policies. They were advised that this would be pursued following the meeting with Trustees approval.
10. Following a query, the Interim CEO confirmed that there was a policy review schedule already in place at the Trust which reflected the list of statutory DfE policies however, the compliance and lawfulness of these was questionable resulting in the need to commission external support.
11. Following an enquiry on any feedback received from other MATs following a MAT Ofsted inspection, the Interim CEO reported that feedback had been received from another MAT which could be shared via email for information.
12. A Trustee asked how the MAT could ensure the new vision and values were implemented at academy level, once approved by Trustees. The Interim CEO acknowledged that the embedding of the vision and values was crucial and that this would be led by the new CEO, once appointed.
13. The Interim CEO reported that the draft Pay Policy 2022/23 had not yet been shared with trade union representatives, following a query. He highlighted that it was likely that unions would reject the recommendation made for 2-yearly pay increases for staff on the upper pay scale (UPS).

14. A Trustee asked if past experience should also be considered as part of section B, point 1.2 of the Pay Policy. The Interim CEO felt that this would be covered as part of the level of qualifications, skills and experience. Trustees however requested that this be made clearer within the policy.
15. A Trustee asked if it was possible for a staff member to receive more than a 1-point pay increment for outstanding practice. The Interim CEO reported that this was linked to performance management procedures and point 3.6 of the policy.
16. A Trustee questioned if point 3.6 of the policy should provide further information on the evidence required for 'additional progress'. The Interim CEO would explore this.
17. A Trustee asked for clarification that all pay scales, not just those of the leadership teams as mentioned in points 11.2 & 13, were published annually. The Interim CEO reported that all pay scales were reviewed and published annually.
18. A Trustee queried if pay scales for central team staff were also published annually; the Interim CEO advised that this was the case but highlighted that pay and performance management procedures for the central team worked in line with the financial year, rather than the academic year.
19. A Trustee questioned why pay scales were not included as an appendix to the Pay Policy. The Interim CEO stated that references were made to the pay scales throughout different sections of the policy but agreed to add these as an appendix for transparency purposes.
20. The Interim CEO was asked to explain why staff members on the UPS would not receive annual increments; they felt that this did not provide staff with incentive and that this was unfair as Principals would receive annual pay increments. They were advised that this was in line with feedback received from Principals.
21. A Trustee questioned the rationale behind the 2-yearly UPS pay increments. The Interim CEO reported that UPS applications had been grossly misused in the past, with staff automatically moving up the pay scale with little evidence of impact / progression. It was felt that a 2-year period was more robust.
22. Trustees asked if 'BlueSky' was being used by all academies as a 'live' system to monitor staff performance; the Interim CEO confirmed this was the case for academies and central staff.
23. A Trustee highlighted that point 8.1 of the Pay Policy referred to annual progression, making the criteria unclear; the Interim CEO was asked to review this.
24. Trustees requested that the Interim CEO explore a 5-point UPS scale (rather than a 3-point scale) to allow for potential annual progression in line with performance management procedures.
25. A Trustee asked if there were formal procedures which could be followed to address previously misused or unwarranted UPS and TLRs. They were advised that this was linked to performance management procedures however, salary protection also needed to be taken into consideration.
26. A Trustee questioned if Principals required support or training with performance management procedures to hold UPS and TLR staff members to account. The Interim CEO stated that all staff had automatically progressed on their pay scales since 2019 following the Covid19 pandemic and government recommendations. Unclear MAT policies had also had an historical impact. From September 2022, policies would be more robust and clearer on the procedures and criteria for staff to receive pay increments, providing consistency.

27. A Trustee noted the references made throughout the Pay Policy relating the role of local governing bodies (LGB) and questioned if LGBs were in a secure place to contribute towards pay discussions / decisions. The Interim CEO highlighted that the policy referred to shared responsibilities and that this was in line with the recommendations made in the White Paper for increased responsibilities for local governance. The LGBs would work in consultation with the executive leadership team (ELT) and Trustees. Trustees took the Interim CEOs feedback on board but did not feel that LGBs were currently able to contribute effectively; they therefore requested that any references to LGB involvement be removed from the policy and that this be reviewed for September 2023.
28. A Trustee asked why point 12.1 of the Pay Policy referred back to main pay scale (MPS) progression rather than those outlined in point 11.1. They were advised that staff were required to meet point 3.3 of the policy.
29. A Trustee asked the Interim CEO to reconsider paragraph 1.4 of the Pay Policy which stated that current salaries would be considered as this did not reflect gender pay gaps. The Interim CEO advised that he would seek advice from Browne Jacobson on this section of the policy.
30. A Trustee asked for an example of what would be classed as temporary responsibilities as outlined in point 13.4 of the Pay Policy. They were advised that this was mainly used for Executive Principal roles. A Trustee then asked if this was similar for Vice-Principals (VP) as outlined in point 13.6; the Interim CEO confirmed this was the case, i.e., in exceptional circumstances where a VP was the Acting Principal of another academy.
31. A Trustee highlighted that not all academies had an appointed link Trustee and asked if this would impact point 14.2 of the Pay Policy. The Interim CEO felt that this was dependant on the trustees experience but that support would be provided, as necessary.
32. The Interim CEO was asked if all academies had an external School Improvement Advisor (SIP). It was reported that this was not a statutory requirement and not all academies had an external SIP as this service was provided centrally.
33. The Interim CEO was asked to expand on the moderations undertaken by Principals in relation to staff targets as part of point 14.2 of the Pay Policy; this would be actioned.
34. A Trustee requested that the role of the remunerations committee in moderating the pay of Executive Principals be included in section D of the Pay Policy for transparency. It was explained that the role of the remunerations committee was to ensure that MAT policies and procedures had been followed correctly and not to question the recommendations made by leaders who have based their judgements on work undertaken directly with staff / academies.
35. Following a query on the formal proformas to be used by Principals for any pay recommendations, the Interim CEO advised that formal recording procedures would improve once the new Pay Policy was in place for September 2022.
36. Trustees questioned if an additional stage in the pay appeal process should be considered, as currently there was the informal stage followed by an appeal to the remunerations committee as per section 23. The Interim CEO was asked to consider adding an additional middle stage which involved central team staff.
37. A Trustee asked how many pay appeals were typically lodged per annum; the Interim CEO advised that figures were low and would further decrease when robust policies were in place.
38. A Trustee asked if service standards were required for key lines of enquiries to fully hold staff to account; this would be considered.

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|  | <ol style="list-style-type: none"><li>39. The Interim CEO was asked to remove the word 'ideally' from point 10.1.1.1.2 of the Performance Management Policy, as review meetings were required.</li><li>40. A Trustee asked annual planning / review meetings were seen as a formal process; the Interim CEO confirmed this was the case.</li><li>41. A Trustee asked if reference to the use of 'BlueSky' to record relevant evidence could be added to point 10.2.2 of the Performance Management Policy; this would be added.</li><li>42. The Interim CEO was asked to remove reference to LGBs in item 10.3.1 following prior discussions; this would be removed.</li><li>43. A Trustee requested that proof reading of the Performance Management Policy be completed to address any typos throughout the document.</li></ol> |
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Action	Description of task	Who	When
A06	To revisit the priorities of LMS	CEO	After meeting
A07	To share feedback from MAT Ofsted inspection via email for information	CEO	After meeting
A08	To update section B, point 1.2 of the Pay Policy to read 'the level of qualifications, skills and experience required, or held'	CEO	After meeting
A09	To explore expanding on item 3.6 to give examples on evidence required for 'additional progress'	CEO	After meeting
A10	To include the 2022/23 pay scales as an appendix to the pay policy, once approved	CEO	After meeting
A11	To review 8.1 of the Pay Policy to ensure clarity on progression	CEO	After meeting
A12	To explore a 5-point UPS scale (rather than a 3-point scale) to allow for potential annual progression in line with performance management procedures	CEO	After meeting
A13	To remove reference to LGB involvement throughout the Pay Policy and that this be reviewed for September 2023	CEO	After meeting
A14	To obtain advice from Browne Jacobson on paragraph 1.4 of the Pay Policy in relation to current salaries and gender pay gaps	CEO	After meeting
A15	To expand on point 14.2 of the Pay Policy in relation to moderations undertaken by Principals	CEO	After meeting
A16	To consider adding a 'stage 2' to the appeal process (section 23) dealt with by central team staff	CEO	After meeting
A17	To consider service standards for key lines of enquiry to fully hold staff to account	CEO	After meeting
A18	To remove the word 'ideally' from point 10.1.1.1.2 of the Performance Management Policy	CEO	After meeting
A19	To reference the use of 'BlueSky' to record relevant evidence to point 10.2.2 of the Performance Management Policy	CEO	After meeting
A20	To remove reference to LGBs in item 10.3.1 of the Performance Management Policy	CEO	After meeting
A21	To proofread the Performance Management Policy to address any typos throughout the document	CEO	After meeting
A22	To share the updated Pay Policy 2022/23 and Performance Management Policy at the next meeting for approval	CEO / Clerk	Next meeting
002.3	<b>Resolution</b>		



	<b>Trustees supported the commissioning of Browne Jacobson to review and update MAT policies.</b>
002.4	<i>The meeting adjourned from 12.20pm – 12.40pm for lunch.</i>
<b>003</b>	<b>Performance – finance and operations (originally item 004)</b>
003.1	<p><i>Report from FRC on 4<sup>th</sup> May 2022</i></p> <p>Peter Wilson (PW), ANFOD joined the meeting to report on this item. The most recent FRC minutes had been shared prior to the meeting for information and the below key points highlighted –</p> <ul style="list-style-type: none"> <li>• There was a projected year end surplus of £500,000 in 2011/22.</li> <li>• The 2022/23 draft budget showed a £500,000 deficit, with this increasing by year 3 (2024/25) to £2 million.</li> <li>• The 2022/23 budget had been impacted by increased costs relating to inflation, pay and NI contributions.</li> <li>• The delayed SEND funding allocations also had an impact on the budget.</li> <li>• Meetings had taken place with approximately 50% of academies within the Trust to discuss the 2022/23 draft budgets, reducing deficits and replacement of leavers.</li> <li>• The Trust had been proactive in finding financial savings.</li> </ul>
003.2	<p><b>Clarification and challenge</b></p> <ol style="list-style-type: none"> <li>1. A Trustee asked if delays in SEND funding related to children with known special educational needs (SEND) or those with an education health and care plan (EHCP). They were advised that this related to EHCPs.</li> <li>2. A Trustee highlighted that additional funding could be requested via local authorities following annual EHCP review meetings; this was noted.</li> </ol>
003.3	<p><i>Update on introduction of new financial model</i></p> <p>PW, ANFOD report verbally that a strategy meeting would take place with Principals on 19.05.22 to consider the draft financial model; with it being explained that academies would be set a 2% surplus target for 2022/23. It was also highlighted that academies with surplus funds could be required to support academies in a less secure financial position.</p>
003.4	<p><b>Clarification and challenge</b></p> <ol style="list-style-type: none"> <li>1. A Trustee questioned if academy surplus funds belonged to an individual academy and not the Trust, as this had been previously delegated to them for their pupils on roll. PW explained that academy surpluses were Trust funds and that the possibility of this being clawed back to support other academies in financial deficit would be explained for transparency.</li> <li>2. A Trustee asked PW to explain the process the Trust would take should an academy, for example, have set themselves a 4% surplus target in 2021/22 for a specific project which had been identified as part of their annual return. PW stated that a 2% MAT reserves target had been set for 2022/23 and that any specific savings could be discussed with individual academies.</li> <li>3. Trustees questioned the total staff costs targets set for academies and the Trust. PW reported that a 75% target had been set for academies and overall target of 79% had been set for the Trust. Some Trustees were not satisfied with the rationale behind this and advised that they would seek clarification from the FRC Chair and ANFOD following the meeting.</li> <li>4. Following a query on the number of full-time equivalent (FTE) central staff; PW advised he would share this data via email following the meeting.</li> </ol>

5. In response to a query on training for Principals on the new financial model, PW advised that a training schedule would take place over the next 12-months beginning in September 2022. Finance and operations challenge, support and intervention (FOCSI) meetings would also begin in June 2022; with 3 meetings held per year. Following a further query, PW confirmed that FOCSI and CSI meeting took place separately.
6. A Trustee asked for clarification that the training for Principals would begin in September 2022. PW reported that training would take place throughout the 2022/23 academic year. Due to the new financial model being introduced in September 2022, Trustees suggested the need for training to be offered immediately. PW felt the schedule in place was sufficient as Principals had not been delegated any new accountability but agreed to review the pace of training.
7. PW was asked what support would be in place to support any newly appointed Principals in the new financial model. PW advised that the only change would be that Principals could now see their budget allocations, with the majority pre-allocated by the Trust for central services and annual contracts.
8. A Trustee asked if the expenditure limit of £400 for Principals would be reviewed; PW confirmed this was the case.
9. PW confirmed that all academies had been sent their 2022/23 draft budgets. He advised that the 2<sup>nd</sup> draft would be shared with academies on 19.05.22 with a recommendation to share this with LGBs. Trustees asked that the draft budgets be shared directly with LGB Chairs for transparency.
10. A Trustee reported on recent feedback from LGBs which had highlighted the excessive amount of communication received from the Trust. Trustees felt this needed to be rationalised and reported to Sam Elms, Head of Governance.
11. A Trustee asked if an audit of the financial skills of Principals would be undertaken. PW stated this would not take place but that ongoing support and training was available, where necessary.
12. A Trustee asked if academies were on top of their Curriculum and financial planning. They were advised that this was the case for most academies, but some training needs had been identified.
13. PW was asked to explain the strategies in place to reduce staff costs over a 3-year period. PW reported that all academies had a staff cost target but that individual academy circumstances did need to be considered in relation to NOR and needs. Financial plans were in place. A Trustee highlighted the need for a Trust wide strategy to be drawn up to reduce staff costs at academy and Trust level.

*Action*

	<b>Action</b>	<b>Description of task</b>	<b>Who</b>	<b>When</b>												
	A23	To contact the FRC Chair or ANFOD with any clarifications on the total staff cost targets	TC	After meeting												
	A24	To share data on FTE central staff data via email	PW	After meeting												
	A25	To share the 2022/23 draft academy budgets with LGB Chairs	PW	After meeting												
	A26	To review the pace of training for Principals on the new financial model	PW	After meeting												
	A27	To inform SE of the LGB feedback relating to high levels of communications	TC	After meeting												
	A28	To draw up a Trust wide plan to reduce staff costs	RE	After meeting												
<b>004</b>	<b>Training (originally item 009)</b>															
004.1	<p><i>GVO training for Trustees</i></p> <p>SE, Head of Governance and Michelle Eaves, Governance Clerk joined the meeting for this time. Trustees received training from Becky Indelicato and Neil Gunn on the GVO Office system (to replace the use of SharePoint).</p>															
004.2	<p><b>Clarification and challenge</b></p> <ol style="list-style-type: none"> <li>1. A Trustee asked when the use of GVO would begin. They were advised that LGBs were already accessing the system and had provided positive feedback. Trustees would be required to use GVO from September 2022; with a trial of the system to be used for the July 2022 Board papers.</li> <li>2. A Trustee asked if a link to GVO could be added to the Trust website for ease of reference; this would be actioned.</li> </ol> <p><i>Action</i></p> <table border="1"> <thead> <tr> <th><b>Action</b></th> <th><b>Description of task</b></th> <th><b>Who</b></th> <th><b>When</b></th> </tr> </thead> <tbody> <tr> <td>A29</td> <td>To trial the use of GVO for the July 2022 BoT</td> <td>Clerk</td> <td>Next meeting</td> </tr> <tr> <td>A30</td> <td>To add a link to GVO on the Trust website</td> <td>ME</td> <td>After meeting</td> </tr> </tbody> </table>				<b>Action</b>	<b>Description of task</b>	<b>Who</b>	<b>When</b>	A29	To trial the use of GVO for the July 2022 BoT	Clerk	Next meeting	A30	To add a link to GVO on the Trust website	ME	After meeting
<b>Action</b>	<b>Description of task</b>	<b>Who</b>	<b>When</b>													
A29	To trial the use of GVO for the July 2022 BoT	Clerk	Next meeting													
A30	To add a link to GVO on the Trust website	ME	After meeting													
<b>005</b>	<b>Update on local governance and proposals on changes to LGBs</b>															
005.1	<p>SE, Head of Governance provided Trustees with a PowerPoint presentation on the proposed changes to local governance and LGBs. The below key points were highlighted –</p> <ul style="list-style-type: none"> <li>• LGBs had a crucial role in strategic governance resulting in the need for an effective and robust LGB structure.</li> <li>• Proposals were being made to devolve additional responsibilities to LGBs in line with the release of the White Paper. The Trust regulations and Funding Agreement had also been considered and would be updated following Trustees approval.</li> <li>• All LGBs had been subject to scrutiny via the Head of Governance and Trustees, the outcome of which had been strong at secondary level but had identified areas of action at primary level in relation to governor abilities, roles and recruitment.</li> </ul>															

	<ul style="list-style-type: none"> <li>• Some primary academies were being governed by Trustees which was not appropriate to continue in the long-term.</li> <li>• Considering the above, it was proposed to cluster primary academies into the following groups with Executive Chairs – <ul style="list-style-type: none"> <li>➤ Cluster 1 – SUN &amp; STA</li> <li>➤ Cluster 2 – JUB, NWA &amp; CPA</li> <li>➤ Cluster 3 – GRE &amp; BEC</li> <li>➤ Cluster 4 – KIN &amp; RAV</li> </ul> </li> <li>• PHO had been excluded from the cluster of primary academies due to them being a special school.</li> <li>• It was proposed to trial Cluster 1 from September 2022; with clusters 2 – 4 effective from January 2023.</li> <li>• It was proposed to create a new format for the recruitment of governors, with this being led at LGB level (delegated to LGB Chairs) as evidence showed that local recruitment was more effective.</li> </ul>
005.2	<p><b>Clarification and challenge</b></p> <ol style="list-style-type: none"> <li>1. A Trustee asked if Browne Jacobson had a view on the proposals to cluster primary academies. SE reported that this had in fact been suggested by Browne Jacobson as other MATs used a similar model and found recruitment worked best locally.</li> <li>2. Following a query on the structure of the Governance Team, SE advised of the roles and responsibilities of those in post which included the Head of Governance, a Governance Clerk, a Governance Officer and a Governance Development Manager. It was explained that governor recruitment was currently managed centrally however, this model had been unsuccessful. The proposed structure would see LGBs leading on recruitment but would be overseen centrally and involve an appointed Trustee for strategic oversight.</li> <li>3. A Trustee asked what other additional responsibilities would be delegated to LGBs. SE explained that LGBs would be required to scrutinise finances alongside the Principal. A Trustee queried this as they believed that the increased financial responsibilities had been delegated to Principals only, not LGBs; this was noted. Budget papers should be issued to LGB Chairs for information only. It is not proposed that LGBs should have increased responsibilities delegated to them.</li> <li>4. Trustees questioned if all cluster groups could be trialled from September 2022. SE advised against this to identify any initial teething issues.</li> <li>5. Following a query on how cluster 4 would operate, SE advised that these LGBs would meet remotely due to there being some distance between the academies.</li> <li>6. A Trustee suggested that PHO be incorporated into the clustering structure (cluster 2) as working with a mainstream academy could assist with their development. SE took this suggestion on board.</li> <li>7. A Trustee asked if the constitution of the LGBs would be affected by the clustering of primary academies; SE advised that this would not be affected.</li> <li>8. In response to a query on how Executive Chairs would be recruited, SE explained that current, effective Chairs would initially be approached to take on additional responsibilities. Alternatively, new Chairs could be recruited.</li> </ol>

	<p>9. A Trustee asked if the proposal to cluster primary academies had been discussed with LGB Chairs; SE advised that this was not the case but that this would be carefully communicated once approved by Trustees.</p> <p>10. Trustees asked why secondary academies had not been included in the clustering structure. SE explained that this was due to distance and LGBs being effective at secondary academies. Trustees still felt that secondary academies could be incorporated into the new model going forward.</p> <p>11. Trustees questioned if a formal Trustee committee was necessary due to Trustees being well engaged and readily available, if required. It was therefore suggested that SE strategically oversaw the initial clustering pilot, recruited local governors and reviewed the effectiveness of the new structure prior to January 2023 in order for the other clusters to come into effect after the October 2022 half-term period.</p> <p><i>Action</i></p> <table border="1" data-bbox="272 707 1361 1028"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A31</td> <td>To incorporate PHO into the primary clustering structure</td> <td>SE</td> <td>After meeting</td> </tr> <tr> <td>A32</td> <td>SE to have strategic oversight of the changes to LGBs, recruit new governors and review effectiveness in October 2022 to roll out cluster 2-4 before the end of term</td> <td>SE</td> <td>After meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	A31	To incorporate PHO into the primary clustering structure	SE	After meeting	A32	SE to have strategic oversight of the changes to LGBs, recruit new governors and review effectiveness in October 2022 to roll out cluster 2-4 before the end of term	SE	After meeting
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005.3	<p><b>Resolution</b></p> <p><b>Trustees agreed to proceed with the proposal on changes to LGBs</b></p>												
006	<p><b>Performance – education (originally item 003)</b></p>												
006.1	<p><i>Report from SOC on 4<sup>th</sup> May 2022, including key developments &amp; academy categorization</i></p> <p>The most recent committee minutes had been shared for information and the Chair highlighted the key areas of discussion which included –</p> <ul style="list-style-type: none"> <li>• The outcome of the BEC tribunal which had seen all points dismissed by the Judge. The parent was still able to request an independent review panel (IRP), however.</li> <li>• Standards at RAV were improving and continued to be supported by Bobbie Caisley.</li> <li>• An Ofsted inspection of STA was imminent; it was expected that the academy would move from RI to ‘good’.</li> <li>• An external review report of FE did not reflect the judgements made by NED due to ‘inconsistencies. Having questioned this, NED was confident that the academy was ‘good’ or better under the Ofsted framework.</li> <li>• Primary academy outcomes in Maths had improved this year. Writing would be a key line of enquiry across all academies in 2022/23, with a specialist recruited to support improvements.</li> <li>• Secondary academy Maths outcomes were being moderated, with Progress 8 data across all academies showing improvement. There were concerns however, relating to English Progress 8 data across the Trust.</li> <li>• BEC &amp; RAV were the academies causing most concern in relation to outcomes. Trustees noted however it took some time for improvements to be seen in data.</li> <li>• Attendance at primary academies was good overall, with the DfE supporting RAV, STA &amp; PHA. A minibus had been hired to support attendance at RAV.</li> <li>• There had been an increase in fixed term suspensions post Covid19, particularly in JUB &amp; NWA; this was also a national trend.</li> </ul>												

	<ul style="list-style-type: none"> <li>• Five SEND specialists had been recruited to the Trust to monitor and support the work of the SEND team.</li> <li>• The work of the SDGs and TNGs had become more effective. There is still an issue with Science as there is a lack of strong middle leadership across the Trust. Ofsted had commented on the work of these groups during recent inspections.</li> <li>• A review of the school day was taking place across all academies in response to the White Paper; some Trust schools were not currently compliant. Trustees noted that the 32.5 hours provision required each week did not solely relate to education / learning.</li> </ul>								
<b>007</b>	<b>Risk and compliance (originally item 005)</b>								
007.1	<p><i>Risk Register update</i></p> <p>The ARC Chair advised that the Risk Register had been considered by all committees this term and feedback had been received via the Clerk. The Risk Register would be updated for discussion at the ARC meeting on 15.06.22 and subsequently, shared with Trustees at the July 2022 Board meeting.</p> <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A32</td> <td>Risk Register to be an item on the next ARC and Board agendas</td> <td>Clerk / MG</td> <td>Next ARC &amp; BoT</td> </tr> </tbody> </table>	Action	Description of task	Who	When	A32	Risk Register to be an item on the next ARC and Board agendas	Clerk / MG	Next ARC & BoT
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<b>008</b>	<b>Corporate Matters (originally item 006)</b>								
008.1	<p><i>Report on appointment of a new Member</i></p> <p>Discussed in item 001.5.</p>								
008.2	<p><i>Link Trustees</i></p> <p>The current list of link Trustees had been shared prior to the meeting. The Chair highlighted the need to review link roles in line with LGB clustering and pending Ofsted inspection. Following discussion, the following link roles were agreed. It was noted that contact would be made with newly appointed Trustees to seek preference on link academies.</p> <p><b>Link Trustees</b></p> <ul style="list-style-type: none"> <li>• Sutton Community Academy – Tom Clark</li> <li>• Ravens Academy - Pat Beanland (already established)</li> <li>• Pool Hayes Academy - Pat Beanland</li> <li>• Nicholas Hamond Academy - Flying Squad with Alistair Milne as observer</li> <li>• Star Academy - Tom Clark</li> <li>• Beck Row Academy – Diane Elleman</li> <li>• Icen Academy – Diane Elleman</li> <li>• ATTFE- Elaine Bonar</li> <li>• Caldmore Primary Academy - Tania Craig</li> <li>• Phoenix Academy – Tania Craig</li> <li>• Kingsmoor Academy – Patricia Beanland</li> <li>• Sun Academy – Tom Clark</li> <li>• The Queen Elizabeth Academy – Elaine Bonar</li> <li>• Safeguarding – Tania Craig</li> </ul> <p>The following will be assigned a link Trustee in due course:</p> <ul style="list-style-type: none"> <li>• Bristnall Hall Academy</li> <li>• Great Heath Academy</li> <li>• Jubilee Primary Academy</li> <li>• Mildenhall College Academy</li> <li>• North Walsall Primary Academy</li> <li>• The Hathaway Academy</li> </ul>								

	<ul style="list-style-type: none"> <li>• Westbourne Academy</li> <li>• Dukeries Academy</li> <li>• SEND</li> </ul> <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A33</td> <td>To contact new Trustees to obtain interest on link roles</td> <td>PB</td> <td>After meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	A33	To contact new Trustees to obtain interest on link roles	PB	After meeting				
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008.3	<b>Resolution</b> Trustees agreed the above link Trustee roles.												
009	<b>Matters for approval (originally item 007)</b>												
009.1	<i>General policy update</i> Discussed in item 002.												
010	<b>Any other business (originally item 008)</b>												
010.1	<p><i>2022/23 meeting dates</i></p> <p>The proposed 2022/23 meeting dates had been shared prior to the meeting. Following discussion, it was suggested that –</p> <ol style="list-style-type: none"> <li>Meetings take place on alternative days of the week (Tuesdays or Thursdays) to suit all Trustees.</li> <li>That Board meetings reduce to 4 per annum; with 2 meetings per year face/face and 2 held remotely.</li> </ol> <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A34</td> <td>To review the 2022/23 meeting dates for approval at the next meeting</td> <td>Clerk</td> <td>Next meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	A34	To review the 2022/23 meeting dates for approval at the next meeting	Clerk	Next meeting				
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010.2	<p><i>Trustee ATT email accounts</i></p> <p>The Clerk requested Trustees to use their ATT email accounts with effect from the July 2022 Board meeting in order ensure compliance with GDPR. Instructions on how to reset email passwords would be shared via email.</p> <p><i>Action</i></p> <table border="1"> <thead> <tr> <th>Action</th> <th>Description of task</th> <th>Who</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>A35</td> <td>To use ATT email accounts from July 2022</td> <td>All</td> <td>Next meeting</td> </tr> <tr> <td>A36</td> <td>To send instructions to Trustees on how to reset login for ATT email accounts</td> <td>Clerk</td> <td>After meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	A35	To use ATT email accounts from July 2022	All	Next meeting	A36	To send instructions to Trustees on how to reset login for ATT email accounts	Clerk	After meeting
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010.3	<b>Resolution</b> Trustees agreed to use their ATT email accounts from July 2022 to ensure compliance with GDPR												
011	<b>Confidential items</b>												
	Confidential minutes are recorded on a separate document and are available to Trustees <u>only</u> .												
	<i>The meeting ended at 3.00pm and Trustees went into confidential session at that point.</i>												

**Date of next meeting:** To be confirmed in due course

*M Beadman*

Signed by Chair .....

Date.....20<sup>th</sup> July 2022.....

Action	Description of task	Who	When
A01	To amend item 004.1 of the minutes to read '31 <sup>st</sup> May 2022'	Clerk	After meeting
A02	To share the new Education Bills via email for Trustee information	CEO	After meeting
A03	To provide Trustees with an update on the chosen MIS provider, once agreed	MG	After meeting
A04	To share the Risk Management policy / strategy with Trustees for information	PW	End of term
A05	MAT SEF, development / improvement plan and visions / values to be items on the next agenda	Clerk / CEO	Next meeting
A06	To revisit the priorities of LMS	CEO	After meeting
A07	To share feedback from MAT Ofsted inspection via email for information	CEO	After meeting
A08	To update section B, point 1.2 of the Pay Policy to read 'the level of qualifications, skills and experience required, or held'	CEO	After meeting
A09	To explore expanding on item 3.6 to give examples on evidence required for 'additional progress'	CEO	After meeting
A10	To include the 2022/23 pay scales as an appendix to the pay policy, once approved	CEO	After meeting
A11	To review 8.1 of the Pay Policy to ensure clarity on progression	CEO	After meeting
A12	To explore a 5-point UPS scale (rather than a 3-point scale) to allow for potential annual progression in line with performance management procedures	CEO	After meeting
A13	To remove reference to LGB involvement throughout the Pay Policy and that this be reviewed for September 2023	CEO	After meeting



A14	To obtain advice from Browne Jacobson on paragraph 1.4 of the Pay Policy in relation to current salaries and gender pay gaps	CEO	After meeting
A15	To expand on point 14.2 of the Pay Policy in relation to moderations undertaken by Principals	CEO	After meeting
A16	To consider adding a 'stage 2' to the appeal process (section 23) dealt with by central team staff	CEO	After meeting
A17	To consider service standards for key lines of enquiry to fully hold staff to account	CEO	After meeting
A18	To remove the word 'ideally' from point 10.1.1.1.2 of the Performance Management Policy	CEO	After meeting
A19	To reference the use of 'BlueSky' to record relevant evidence to point 10.2.2 of the Performance Management Policy	CEO	After meeting
A20	To remove reference to LGBs in item 10.3.1 of the Performance Management Policy	CEO	After meeting
A21	To proofread the Performance Management Policy to address any typos throughout the document	CEO	After meeting
A22	To share the updated Pay Policy 2022/23 and Performance Management Policy at the next meeting for approval	CEO / Clerk	Next meeting
A23	To contact the FRC Chair or ANFOD with any clarifications on the total staff cost targets	TC	After meeting
A24	To share data on FTE central staff data via email	PW	After meeting
A25	To share the 2022/23 draft academy budgets with LGB Chairs	PW	After meeting
A26	To review the pace of training for Principals on the new financial model	PW	After meeting
A27	To inform SE of the LGB feedback relating to high levels of communications	TC	After meeting
A28	To draw up a Trust wide plan to reduce staff costs	RE	After meeting
A29	To trial the use of GVO for the July 2022 BoT	Clerk	Next meeting
A30	To add a link to GVO on the Trust website	ME	After meeting
A31	To incorporate PHO into the primary clustering structure	SE	After meeting
A32	SE to have strategic oversight of the changes to LGBs, recruit new governors and review	SE	After meeting

	effectiveness in October 2022 to roll out cluster 2-4 before the end of term		
A33	To contact new Trustees to obtain interest on link roles	PB	After meeting
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