

Meeting of the Academy Transformation Trust Board

8 February 2022

12:30 to 15:00

Venue: ATT Head Office and MSTEAMS

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
Mark Gill	MG	Trustee
Alistair Milne	AM	Trustee
Attendees	Initials	Position
Richard Elms	RE	Interim CEO
Andy Gannon	AG	DoCA and Clerk

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 Mark Gill to his first Board meeting. The Chair also noted that two further new Trustees were in the process of having their appointments confirmed. Both have a strong finance and operations background.</p> <p>The Chair noted that both Simon Jones and Richard Priestley had stood down since the last meeting and recorded her thanks for their work as Trustees. She also thanked DE for stepping in to the Ofsted inspection at Pool Hayes Academy in her absence.</p> <p>The Chair proposed that Trustees should meet in confidential session at the end of this meeting and this was agreed. It was agreed that no executives would remain for this part of the meeting.</p>
001.2	<p><i>Apologies for Absence</i></p> <p>There were no apologies. 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>EB pointed out that she had not agreed to act as link Trustee for Dukeries, as one was not needed at present. This was corrected on the minutes.</p> <p>Apart from this point, the minutes of the last meetings were agreed as accurate and accepted.</p>
001.5	<p><i>Matters arising and actions</i></p>

	<p>An update on actions was provided as follows:</p> <ul style="list-style-type: none"> • A01 – We no longer have an Executive Principal role. • A02 – It was noted that Derek Trimmer is now the substantive National Education Director and that he has provided summaries to Trustees for some academies; TC noted more were needed for conversations with LGB chairs and RE agreed to follow this up with the NED. • A03 – A new structure chart is included with these minutes. • A04 – The pay policy will come to a future meeting, but RE confirmed Principals were aware they had to implement the current pay policy fully for this academic year. • A05 – A breakdown was provided as part of the FRC papers and is attached with these minutes. • A06 – This was done. • A07 – This has been done and will be picked up outside the meeting. • A08 – This was done. 												
001.6	<p>Action</p> <table border="1" data-bbox="272 741 1358 987"> <thead> <tr> <th data-bbox="272 741 395 797">Action</th> <th data-bbox="395 741 1027 797">Description of task</th> <th data-bbox="1027 741 1198 797">Who</th> <th data-bbox="1198 741 1358 797">When</th> </tr> </thead> <tbody> <tr> <td data-bbox="272 797 395 891">A01</td> <td data-bbox="395 797 1027 891">Ensure NED provides academy summaries for LGB conversations</td> <td data-bbox="1027 797 1198 891">Interim CEO</td> <td data-bbox="1198 797 1358 891">After this meeting</td> </tr> <tr> <td data-bbox="272 891 395 987">A02</td> <td data-bbox="395 891 1027 987">Bring the pay policy to a future meeting</td> <td data-bbox="1027 891 1198 987">Interim CEO</td> <td data-bbox="1198 891 1358 987">Future meeting</td> </tr> </tbody> </table>	Action	Description of task	Who	When	A01	Ensure NED provides academy summaries for LGB conversations	Interim CEO	After this meeting	A02	Bring the pay policy to a future meeting	Interim CEO	Future meeting
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002	<p>Strategic Considerations</p>												
002.1	<p><i>RSC meeting feedback/CEO report</i></p> <p>Trustees noted the Interim CEO’s report.</p> <p>In addition to the report, RE noted that PHA had had a successful monitoring visit with the Trust widely praised in the report, giving external validation to our school improvement model. He noted that he had drafted a response to the RSC which he would share with the Chair and Vice Chair.</p> <p>RE also informed Trustees that interviews for the Head of People Strategy post had been unsuccessful so we were now seeking candidates via agencies who have successfully provided us with leaders and HR experts in the past.</p> <p>RE noted that the project to deliver an integrated and aggregated MIS system was now underway and confirmed that, in addition to the discussions with Norfolk outlined in the report, some initial conversations had been had with Warwickshire around a possible opportunity for a new school.</p>												
002.2	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. MG asked RE to outline what was making the new school improvement model work – the CEO emphasised the shift from a regional to a national model giving clear accountability and also the role of Trust Principals, meaning we were using the best talent within our organisation to push things forward. TC noted also that the creation of discrete and clear directorates for education and operations was helping. 2. DE asked what we might learn from the experience of other MATs who have undergone MAT summary evaluations, and the CEO suggested that, while there have not been that many, the reports that are available have been incorporated into our own planning, for example, as we have reviewed the way in which we articulate our vision and values. 3. MG asked for information about MAT summary evaluations to be shared and the links are as follows: 												

	<p>Links to information about MAT summary evaluations:</p> <p>Summary evaluations of multi-academy trusts - GOV.UK (www.gov.uk)</p> <p>MAT SI CAPACITY FRAMEWORK (publishing.service.gov.uk)</p> <p>MAT Assurance Framework Guidance June 2021 (publishing.service.gov.uk).</p> <p>4. TCr asked whether the statistics on staff absence could include the total number of staff so that they can be understood as a percentage. RE agreed to do this in future.</p> <p>5. In respect of the MIS project, MG reminded everyone of the importance of securing champions across the organisation as the project is rolled out.</p>								
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003	Performance – education								
003.1	<p><i>Report from SOC and NED</i></p> <p>Trustees noted the minutes and report circulated ahead of the meeting.</p> <p>PB highlighted the following for Trustees’ information:</p> <ul style="list-style-type: none"> • Our assessment of FE provision is now very positive and an external reviewer has been commissioned to validate this view • For the time being, much work was being done to ensure that Icenii Secondary and Icenii Primary are working more seamlessly as one institution • The data dashboard had been very useful in identifying trust-wide trends • We were accessing absence and attendance support via the DfE • There remained a need to be assured about the allocation of pupil premium funding and the publication of relevant information in regard to this • It was the view of the committee that Principals should have the freedom to spend within their budgets • CSI is now more bespoke and FARs are happening again • The impact of SDGs and TNGs needed to be kept under review. 								
003.2	<p>Clarification and challenge</p> <ol style="list-style-type: none"> 1. EB asked if she could be party to the feedback on the FE review as the link trustee and RE agreed to ask Derek Trimmer to make this happen. 2. EB noted the need to ensure that the focus remained on those academies needing rapid improvement rather than on external discussions about potential new opportunities, and this met with agreement from all Trustees. 3. EB noted there was still a need to be clearer about the impact of the work of SDGs and TNGs and this met with agreement from all Trustees. 4. AM asked whether the proposal to review university drop-out rates was in response to a particular issue, and TC noted it had never been reviewed before and should be in the light of systemic problems such as grade inflation. 5. AM asked for clarification on whether the work of the Institute was sufficiently focused on internal need, and both TC and RE confirmed that internal need would always come first if there were any issues relating to capacity and that the internal focus was very 								

	<p>clear. RE noted in particular the role the Institute was playing in driving greater alignment of practice via the SDGs and TNGs.</p> <p>6. EB noted the need to quality assure what is published in regard to the pupil premium, as much of the information on academy websites was not clear and TCr noted there was a new template available from the DfE. RE agreed to ask the NED to review this.</p>			
003.3	Action			
	Action	Description of task	Who	When
	A04	Ensure EB is included in FE review feedback	Interim CEO/NED	After this meeting
	A05	Ensure NED reviews information published on pupil premium using the DfE template	Interim CEO	After this meeting
004	Performance – finance and operations			
004.1	<p><i>Report from FRC and CFOO</i></p> <p>Trustees received and noted the minutes and reports which had been previously circulated.</p>			
005	Risk and compliance			
005.1	<p><i>Strategic risk register</i></p> <p>Trustees noted the report which had been circulated and asked for the Audit and Risk Committee to come back to the Board after its meeting on 16 March 2022 having considered the proposed register and actions.</p>			
005.2	Action			
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	A06	Ensure that risk register returns to the Board after discussion at the next ARC	ARC Chair	Next meeting
006	Corporate Matters			
006.1	<p><i>Annual General Meeting, 9 March 2022</i></p> <p>Trustees received the paper which had been previously circulated.</p>			
006.2	<p>Resolution</p> <p>Trustees approved the calling of the Annual General Meeting on 9 March 2022.</p>			
006.3	<p><i>Sub-committee membership</i></p> <p>Trustees considered the membership of FRC and ARC in the light of changes to the membership of the Board. They noted that one of the potential new Trustees would be well placed to take on the chairing of FRC and that this would be confirmed at the next Board meeting.</p>			
006.4	<p>Resolution</p> <p>Trustees approved the membership of sub-committees as follows:</p> <ul style="list-style-type: none"> • ARC – MG (Chair), TCr and EB – EB will attend the March meeting and will then step aside in favour of a new Trustee • FRC – Chair to be approved at next Board meeting, AM and DE 			
006.5	Action			
	Action	Description of task	Who	When

	A07	Ensure AGM is called in accordance with the <i>Articles</i>	DoCA	After this meeting								
007	Matters for approval											
007.1	The DoCA presented the revised Admissions policy which had been previously circulated.											
007.2	Clarification and challenge <ol style="list-style-type: none"> DE asked that it be clarified that there should be a SEN expert on admissions panels where appropriate. AG agreed to do this. TCr questioned whether overall capacity should be shown, especially for PHO, but AG confirmed this was not a formal requirement and Trustees agreed there was no need to change the Appendices. MG asked for clarification about the PAN changes and AG confirmed the Hathaway change was specifically implemented in order to enable clearer financial planning. 											
007.3	Resolution Subject to the amendment in 007.2 (1) above, Trustees approved the Admissions policy for 2023-24.											
007.4	Action <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Action</th> <th style="width: 50%;">Description of task</th> <th style="width: 15%;">Who</th> <th style="width: 25%;">When</th> </tr> </thead> <tbody> <tr> <td>A08</td> <td>Amend admissions policy, publish and notify local authorities as required</td> <td>DoCA</td> <td>After this meeting</td> </tr> </tbody> </table>				Action	Description of task	Who	When	A08	Amend admissions policy, publish and notify local authorities as required	DoCA	After this meeting
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008	Any other business											
008.1	Trustees noted that this was AG's final meeting before leaving the Trust and thanked him for his work as Director of Corporate Affairs.											
	<i>The meeting ended at 13:51 and Trustees went into confidential session at that point.</i>											

Date of next meeting: 30 March 2022 12.30 to 15.30

Signed by Chair

M Beadman

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Date.....30th March 2022.....

Action log

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A01	Ensure NED provides academy summaries for LGB conversations	Interim CEO	After this meeting
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