



Meeting of the Academy Transformation Trust Board

Tuesday 4 July 2023

11.00 to 14.00

Venue: Harvest Fields centre B75 5 TJ

Minutes

Board members	Initial	Position	Sub Committee
Pat Beanland	PB	Chair	SOC/RC
Elaine Bonar	EB	Trustee	SOC
Tom Clark	TC	Vice-Chair	FRC/SOC/RC
Mark Gill	MG	Trustee	ARC/RC
Alistair Milne	AM	Trustee	ARC/FRC
Louise Jones	LG	Trustee	FRC/RC
Attendees	Initials	Position	
Nick Weller	NW	CEO	
Derek Trimmer	DT	Deputy CEO (Education)	
Karen Robson	KR	Clerk	

Item	Detail
001	Routine Business
001.1	<i>Apologies for absence</i> <i>There were no apologies for absence received, the meeting was quorate</i>
001.2	<i>Declarations of interest for this meeting</i> <i>There were no declarations of interest</i>
001.3	<i>Minutes of the last meeting 07.03.23</i> <i>These had not been provided as part of the meeting pack on GVO</i> <i>A01 – KR to provide a GVO link to Trustees for the minutes of meeting dated 07.03.23</i>
001.4	<i>Matters arising and actions</i> <i>All actions had been addressed</i>

002	Strategic considerations
002.1	<p data-bbox="411 237 770 266">CEO report (incl Governance)</p> <p data-bbox="411 309 738 338">Clarification and challenge</p> <p data-bbox="411 380 746 409">1.Educational Performance</p> <p data-bbox="411 416 1390 696"><i>Trustees asked if the curriculum alignment is on track for September?</i> DT confirmed yes, and it will be much more prescriptive. The Board were pleased to see the appointment of an English and a Maths Leads but <i>asked if a Science Lead will also be appointed?</i> DT confirmed this had not been successful to date but options include looking externally or considering a 50/50 internal appointment, mindful of budget constraints. The Board understood there are budget constraints but expressed <i>concern about the Education teams capacity to meet the challenges and the amount of support specific academies required.</i></p> <p data-bbox="411 734 679 763">PActing DopE position</p> <p data-bbox="411 770 1370 837"><i>Trustees suggested taking the opportunity to benchmark and advertise the DoPE role externally and taking into account capacity concerns already raised.</i></p> <p data-bbox="411 844 1390 1160">NW explained additional capacity will be in place from September with the Deputies for Safeguarding and SEND, the E&M Leads and a more focussed direction of the Community groups. DT added there are now three Trust Principals in primary who, under the Acting DoPE will work together more closely as a team Trust wide. There will also be a full time Attendance Officer, whose role will carry on from the strong work of the Acting DoPE to get the strategy in place so far. DT felt secure with the primary model currently and recommended the appointment of the Acting DoPE to the substantive post, which also supports retention and opportunities for others to develop further.</p> <p data-bbox="411 1198 544 1227"><i>Resolution</i></p> <p data-bbox="411 1234 1342 1301"><i>Trustees resolved to retain the current Acting DoPE in post to December and review again after the first completed term</i></p> <p data-bbox="411 1339 1385 1585">Trustees <i>queried the key priority of behaviour and attendance</i> if this is not an area of concern in the majority of academies. DT explained it is a priority as there is significant disrupted learning time in some academies and it is taking significant time to establish behaviour routines and move expectations. Key areas of focus have therefore been identified. The recent whole Trust PD day was focussed around culture and behaviour expectations and the model being implemented, of which Safeguarding and SEND are an integral part.</p> <p data-bbox="411 1624 1350 1691">When asked DT confirmed vacancies have reduced from 26 to 11, with agency solutions now being sought.</p> <p data-bbox="411 1729 1251 1758"><i>A01 – ELT capacity to remain on the agenda for future meetings (PB)</i></p> <p data-bbox="411 1796 539 1825">2. Finance</p> <p data-bbox="411 1832 1315 1944"><i>Trustees queried whether the management charge to SCA funding is a contingency cost?</i> NW responded it is not and should the year end position improve enough to allow it, this charge would be removed.</p>

The Board queried the red/amber classification by the ESFA, of which they had been unaware. NW explained this had been identified in a recent meeting with a Regional Director and was essentially linked to erroneous forecasting last year. This position should change to green from September with the submission of the new budget and reclassification would be awaited. NW confirmed the report from the SRMA is also awaited but that he was happy with the ICFP models.

3. Safeguarding

Trustees noted the **Trust intervention being provided for three academies** and were surprised Ravens Academy was included in these, particularly as they were not highlighted as a risk at ARC. DT explained this was a reflection of the time and support of the Director of Safeguarding in these academies and not that there are safeguarding failures. It was agreed there is a difference between Trust support and intervention and it was a matter of terminology used in the report.

A02 – Raise terminology used for reporting re Trust support and Trust intervention (NW)

4. Talent & HR

Trustees asked if there had been any savings or if there were savings to be made in the support services area? NW confirmed opportunities had been taken to reduce costs with the departure of some leavers at senior level. He added that some trusts are “throwing money at recruitment” and there is the additional issue that staff could receive a higher salary elsewhere. The ATT defined salary structure does show the pay is in line with other MATs of the same size and allows HR to have a defined salary range within which to confirm appointments. Trustees thanked NW for the clearly defined salary ranges.

5. ATT Institute

Trustees were happy to note the levy for apprenticeships was being used and suggested **there could be further potential for use of the levy** to be considered with the (1 year) Level 5 Coaching professional apprenticeship. Similarly the option in sixth forms and looking at those young adults being employed so ATT becomes an employer provider to maximise the use of the income stream.

A03 – Raise the consideration for apprenticeship levy spend on level 5 Coaching and appointments to sixth form as employer provider with DATTI (DT)

6. Estates

Trustees enquired whether there is any initial outlay for the installation of EV charging canopies? NW confirmed there is not and that ATT save 80% of the charge.

7. ICT

Trustees requested clarification of hybrid meetings and DT explained this the use of technology to link two (clustered) face to face meetings. The model had worked well in initial trials.

Trustees queried the requirement to purchase new hardware, at a huge cost, for Windows 11 when it is the software that is being updated? NW explained a

	<p>lot of the current hardware will not support the increased demands of the Windows 11 software upgrade – this is a national issue.</p> <p>8. Internal audit The reports from auditors are still awaited. Three areas have been identified for the audit next year plus an external expert review of Safeguarding. Trustees asked if a similar review could be completed for SEND? DT confirmed this would be unlikely this year as it is too early with the structure just being implemented.</p> <p>9. Improvement priorities 23/24: Big Moves Trustees agreed the plan is a good step forward and can be explored further at Trustee Strategy Days. It was agreed aim 3 would be reworded, possibly around relativity rather than Outstanding and Good educations. It was agreed aim 4 is a prerequisite to growth, the foundation from which the option to grow is taken.</p> <p><i>A04 – Consider wording of aim 3 around relativity of grades being achieved rather than Good or Outstanding education (DT/NW)</i></p> <p>10. Trust Leadership There were no questions</p>
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003.	Performance education
003.1	<p>Report back from SOC meetings 29 March and 24 May 2023</p> <ul style="list-style-type: none"> • There is some progress towards national outcomes expected in primary although writing is weaker. • Secondary outcomes are expected to be more mixed but overall, a slight increase is expected. <p>DT confirmed an early indication of outcomes will be shared with Trustees soon after SATS results are published.</p> <p>Clarification and challenge</p> <p>Ravens and Kingsmoor now share a clustered LGB therefore PB and EB are no longer required to attend the meetings however, both had been concerned about SEND after the last meeting attended. DT confirmed Kingsmoor are now supporting Ravens in this area and that this is firmly on the teams radar.</p>

004	Performance – finance and operations
004.1	<p>Budget 2023- 2026</p> <p>Following a request from FRC NW had provided an additional two documents : the 3 year cashflow forecast and the recovery plan. Appendix 1 had also been amended to include the expansion of numbers at Pool Hayes and Queen Elizabeth Academies.</p>

	<p>NW confirmed this is the first year of devolved financial responsibility to Principals and it is likely the actual figures achieved will be an improvement on the predictions.</p> <p>Regarding the sensitivity analysis it is expected that if teacher pay increases are above 4% then the additional percentage will be funded. The increases would need to be to 5.5% before reserves would be exhausted.</p> <p>Trustees noted the balance of the savings had been made with certain staff and <i>asked whether savings could be or had been achieved through support services?</i> NW confirmed non teaching staff cuts had been made at some academies but that a lot of non teaching staff are outsourced. The (fully costed) central recharge had also been reduced from 8% to 7.5% however, that will be cancelled out with the teacher pay increases moving from 3.5% to 4%.</p> <p>Appendix 1 – Recovery plan</p> <p><i>Trustees enquired why the increase in numbers at Pool Hayes and Queen Elizabeth had not been raised earlier?</i> NW explained that each month anomalies are identified and that these figures were included but had not been carried forward. <i>Trustees asked if any academies had been under or over funded?</i> DT confirmed funding by the LA for Phoenix was being challenged for underfunding. NW confirmed a couple of cases for growth funding are likely to be submitted, which would mean ICFP savings would not be required.</p> <p>LJ raised the matter of consistency of information in reports still needing to be improved further to increase Trustees level of confidence. However she felt she was in a position to approve the budget.</p> <p>NW responded to a question regarding the sixth form numbers – the provision at Dukeries and Sutton (c.60 at each) will be reviewed to see if they can be combined in a hybrid sixth form from September 2024. Trustees asked if the curriculum offer at both was reasonable? NW confirmed yes and that Sutton should make a surplus and Dukeries deficit has also been reduced. The hybrid solution could not be made for 2023 as curriculum offers in the academies had already been confirmed.</p> <p><i>Trustees noted awareness of potential perceptions around the fact that the 3 year pay increases against each category details teaching staff as the lowest increase at 6%.</i> NW responded that historically these costs had been funded and the assumption is that anything above 4% will be funded. The figure detailed is in terms of cost to the trust and not in terms of pay awarded to staff. NW suggested to look at laying out assumptions.</p> <p><i>Resolution</i> <i>Trustees resolved to approve the budget presented for submission to ESFA</i></p>
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005	Risk and compliance
005.1	<p>Report back from ARC on 15 March</p> <ul style="list-style-type: none"> • Very confident with the quality of reporting of safeguarding • Risk register approach is improving

	<ul style="list-style-type: none"> Internal audit reports are still awaited <p>Trustees agreed to defer the reporting back of the most recent ARC meeting to the next Board meeting as the minutes has not yet been finalised.</p> <p><i>A05 – Report back on ARC meeting dated 13 June 2023 at the next meeting of the Board of Trustees</i></p>
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006	Governance Matters
006.1	<p>Trustees noted the comprehensive report presented.</p> <p>Following the successful clustering of Ravens and Kingsmoor Trustees suggested secondary LGBs could potentially be clustered and cross phase clustering might be considered in the future. Trustees noted the number of governor vacancies, which might be alleviated further through clustering.</p> <p>Trustees noted the increase in exclusions and suspensions and the difficulty in getting panels to hear these.</p> <p><i>Trustees requested more context in future around the number of complaints as well as data behind these.</i> KR confirmed that work is under way to report in more detail on these at the late autumn ARC meeting. DT explained that the recent Trust wide PD day had addressed this matter as part of the stakeholder engagement section of the day and also the new culture being implemented should help to support a reduction in complaints.</p>
006.2	<p>Annual cycle (including dates for next year’s meetings)</p> <p>The Chair noted the Self Evaluation of the work of the Board was required to be completed and it was likely the CST proforma would be utilised</p> <p><i>A06 – Ensure the Board SEF is completed and then reviewed at the November Trustee Strategy Day (PB/ME)</i></p> <p><i>A07 – Request Deputy CEO (Finance) provides an update on the recovery plan and cash flow forecast at the November Strategy Day</i></p> <p><i>Resolution</i> <i>Trustees agreed the schedule of meeting dates with the caveat that the date for the Full Board meeting 3 was confirmed (NW/ME)</i></p>

007	Matters for approval
007.1	<p>Policies for approval</p> <ul style="list-style-type: none"> Pay Policy Reserves (recommended by FRC) Behaviour (effective from September) Attendance (effective from September) Draft Safeguarding (subject to KCSIE changes, recommended by ARC)

	<ul style="list-style-type: none"> • Positive Touch (Phoenix Academy only) • SEND (specific to Phoenix Academy) • Home Visits <p><i>Resolution</i> <i>Trustees agreed adoption of the following policies: Reserves, Behaviour, Attendance, Safeguarding, Send and Positive Touch (relating to Phoenix) and Home Visits, subject to the inconsistencies noted on GVO by MG</i></p> <p><i>A08 – Trustees to review the Pay Policy which had only been uploaded to GVO that morning</i></p> <p><i>A09 – ME to review comments made in GVO regarding the Home Visits policy</i></p>
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008	Any other Business
008.1	<p>Appointment/ Recruitment of new Trustees</p> <p>A trustee with an educational background is still being sought, the advert closes this month and it is hoped to make an appointment over the summer.</p> <p>One Trustee is being appointed currently, with a DBS check just awaited and will be in attendance for the next round of meetings</p> <p><i>Trustees queried whether Local Governors are being given the opportunity to apply?</i> It was confirmed this had not been the case so far and there are many governor vacancies yet to be filled.</p> <p><i>A10 Explore the potential for local governors to apply as Trustees (PB/ME)</i></p>

Date of the next Board meeting: 26 September 2023