

**Meeting of the Academy Transformation Trust Board**

**Tuesday 7<sup>th</sup> march 2023**

**12:30pm to 14:45pm**

**Venue: Harvest Fields B75 5TJ**

**Minutes**

<b>Board members</b>	<b>Initial</b>	<b>Position</b>	<b>Sub Committee</b>
Pat Beanland	PB	Chair	SOC/RC
Elaine Bonar	EB	Trustee	SOC
Tom Clark	TC	Vice-Chair	FRC/SOC/RCA
Tania Craig	TCr	Trustee	SOC
Mark Gill	MG	Trustee	ARC/RC
Alistair Milne	AM	Trustee	ARC/FRC
Louise Jones	LJ	Trustee	FRC/RC
<b>Attendees</b>	<b>Initials</b>	<b>Position</b>	
Nick Weller	NW	CEO	All
Bob Crick		Clerk	All

<b>ITEM</b>	<b>Detail</b>
<b>001</b>	<b>Routine business</b>
23/040	<i>Apologies for Absence</i> Apologies were received and consented for Carl Edwards. The meeting was quorate.
23/041	<i>Trustees Appointment and Resignations</i> Since the last meeting Diane Elleman and Carl Edwards have both resigned due to other demands. PB informed the Board that Julian Hoskins has accepted the invitation to join the Board as a Trustee who showed an interest in joining the ARC. Two potential candidates were interviewed earlier on 7 <sup>th</sup> March 2023. The Board needs to appoint a Trustee with a background in Education. <b>A01 – To seek a trustee with an education background.</b>
23/042	<i>Annual Declarations of interest and declarations for this meeting.</i> a) There were no declarations of interest for this meeting.
23/043	<i>Minutes of the last meeting on 10.10.2022</i> The minutes of the last meeting, shared before the meeting, were <b>agreed</b> as accurate and accepted. However, there was one omission relating to Hathaway to be added to the minutes.
23/043 cont'd	<i>“Trustees considered carefully the Hathaway Academy PAN and agreed the reduction from 120 to 112.</i>

	<p><i>Resolution: Trustees resolved to reduce the PAN of The Hathaway Academy from 120 to 112 for the September 2024 intake.”</i></p> <p><b>A02 – To include Trustees agreement and resolution to reduce the PAN of The Hathaway Academy from 120 to 112 for the September 2024 intake, in para 002.2.7 of the Full Board Minutes dated 12<sup>th</sup> December 2022.</b></p>
23/044	<p><b>Matters Arising</b></p> <p>The following actions were agreed as discharged or included in the agenda:1,3,7,8,9,11,13,14, 14a, 14c, 14d, 14e, 14f, &amp; 15.</p> <p>Feedback on other matters arising includes:</p> <p>A02 - To ask trustees again for a volunteer to be the safeguarding link, as soon as practicable. Mark Gill has offered.</p> <p>A04 - To provide feedback on success criteria in the Trust Improvement Plan at the next full board meeting.</p> <ul style="list-style-type: none"> <li>• Clarify the way forward for KS1/2 Writing;</li> <li>• Some areas had no success criteria identified;</li> <li>• It’s a big document, needs streamlining - simpler ranking presentation;</li> <li>• A one-page dashboard summary would be useful;</li> <li>• Hard to understand priorities, how do Trustees hold ELT accountable?</li> <li>• School performance targets – are they over optimistic? <i>(this is an inherited plan from last year there has been seven GOOD OFSTEDs recently, now work towards OUTSTANDING);</i></li> <li>• Service areas eg. HR, Administration needs to be clearer about success criteria;</li> </ul> <p>A05/06 – Timings of Trustees meetings in synergy with availability of relevant data. This is ongoing.</p> <p>A10 - <i>Determine how a full review of reserves will be undertaken.</i> To be taken to the next FRC for consideration.</p> <p>A12 - <i>Continue to encourage the expansion of the Trust Board to have sufficient capacity for the future to all Academies, Safeguarding and SEND.</i> See Items 23/041 and 044 A02.</p> <p>A14a – The ARC will pick up on the internal audit plans and approve them at their meeting on 15<sup>th</sup> March 2023.</p> <p>A14b - <i>Management response to include senior finance roles to be advertised in the New Year</i> This is covered later in the Agenda. Intention is to appoint two Deputy CEOs: one for Finance and Operations and the other Education.</p> <p>A14g - <i>To consider the feasibility of holding some cash as higher interest generating deposits and discuss the outcomes at the next FRC.</i> OTBE (overtaken by events) with forecast deficit.</p>

<b>002</b>	<b>Strategic Considerations</b>
23/045	002.1 - <i>CEO Report</i> - Trustees thanked NW for his report and appendices.

## Clarification and challenge

1. **Education Performance.** Conscious of the disparity between forecast and outcomes last year and both disappointment and surprise, **how confident is the ELT in the predictions for this year? Is there actual evidence to substantiate the forecasts?** *At the moment the CEO is focussed on the financial status of the Trust, Derek Trimmer, Director of Education has a deep knowledge of each academy and its current outputs. The SOC will cover progress with current data on 29 March.*

2. **Improvement Plan** Noting the very useful feedback on the draft improvement plan (23/044/A04) by Trustees, **are the targets for English KS4 and Primary far too optimistic, based on what we know?** *The Trust is closing the gap post COVID; it has ambition for all its pupils and students. Better to reach for it and fall short; these targets are stretching.*

3. **Priorities** As a Board over the past six months we have been concentrating on finance, estate and human resources, not to mention OFSTED? *Since joining in November, the CEO's focus has been implementing a fiscal plan for the next 3-4 years that will be accepted by the ESFA. And yes, time has been taken to decide on the ELT structure: Finance and Operations, and Education. While noting the Trustees concern about timing of the new appointment of Deputy CEO Finance and Operations and what happens in the meantime, Derek and his team are making great strides to provide realistic analysis of the Mocks data (Post minute note: it is likely the May SOC will be delayed so it can scrutinise the deep analysis of tests taken in the Spring Term).*

4. **Individual Academies How is Pool Hayes?** *The School is stable, calm and the temporary cover is doing very well – a new Principal is to be appointed. Icení – there is an interim appointment as of 3<sup>rd</sup> March 2023. There is the ongoing question of decoupling the schools, which was considered many years ago and in some respects remains extant. Ravens – this remains the Trusts IA school. The Principal has now left and the Vice Principal is holding the fort well. She will need support with the more strategic presentation of the Academy at this stage. There is concern amongst Trustees relating to the inconsistent judgements on Ravens, **they would welcome impartial test of the efficacy of the varying views?** Turning to the ATT Institute **is it planned to make the Director position permanent?** At the moment it is a short term appointment, which is working well internally. It will be permanent.*

5. **Finance** **The predictions in this report differ from the ones submitted to the FRC in early February – is there an explanation to help understand the rationale behind these changes?** *The Veritas contract is much higher than forecast and as a Trust we need to engage with them and test their value for money. Feedback on their performance from Academies is not good. With regard to support staff salaries, there were two parties involved in parallel discussions. At the MAT meetings it had been assumed that it would be a 3-4% increase for support staff but the Local Authorities have universally gone for the flat increase of £2k, which in percentage terms is much more for the lower bands of pay. So the £420k reported at the FRC will be added back to the forecast for the end of the financial year.*

It is now more important than ever to undertake sensitivity analysis and stress test this position. The Trust does need to measure the effect these decisions are having but more importantly do it for projected ideas and options, rather in hindsight. **How are Principals responding to these 2% efficiencies?** *At first positively, having been given direction. It is a lot tougher however, to deliver it. The test of the coming months is to keep communication open between Trust and Academies in open dialogue over impact.*

23/045  
cont'd

Trustees are very conscious to meet these targets there needs to be the disciplines of setting realistic milestones, transparent and visible evidence of progress, and honest highlighting of conflicts and impact.

**6. Discrepancies Some of the information in Appendix III does not seem to align with the financial forecast?** *NW addressed each discrepancy; this included a comment relating to the potential for negative reserves but the Trust will not run out of cash.*

**7. Schools Resource Management Advisers (SRMA) Will every Academy be subject to SRMA?** *At the moment the Trust does not know. The SRMA will focus on HQ first before deciding. How will the ELT manage contraction of finance in each Academy?* *We will sit and spend time with each Principal. Do Principals understand Integrated Curriculum and Financial Planning (ICFPs) so they can manage this process?* *Some do and we have training planned to assist all Principals to make the most of this system from Performance Indicators to expenditure groups.*

**8. Safeguarding** *NW confirmed that Christine Fielding is a doing a very good job supporting academies. Providing sound advice, keeping it safe and simple. And the thoughts for a Deputy Safeguarding Lead?* *The idea is to make Christine head of safeguarding and SEND in the trusts with two deputies in these respective fields.*

**9. Talent and HR** *The Trust does need to focus on talent. The basic systems: payroll, contracts are sound and HR are generally good. The Trust is looking to avoid heavy handed reactions with academies and will be exploring how to add value across the Trust in HR. And centralising recruitment?* *This is a geographically dispersed Trust: a conversation on the most effective mechanism for recruitment needs to be had. Do we offer staff secondment?* *Yes, at Deputy and above level. How do we use the Apprentice Levy?* *This is ring fenced and easy to use. Do leaders have targets?* *Yes but work is underway to give them better definition. And support staff, in particular Teaching Assistants?* *The roles vary enormously and very much at the deployment of each Academy.*

**10. Estates** **When is Ed Thomas leaving?** *There is an option of leaving in lieu of notice but Ed has been off sick and there remains a status report on the major builds this coming summer and the Veritas contract (para 5 above). What is the plan to replace Ed?* *With the appointment of a Deputy CEO (Finance and Operations) the short to medium option is to buy in specific Project Managers. How big is Ed's team?* *One in the East and one in the West. Conscious of the demands of realising the financial plan and now this hiatus in the oversight of Estates, at an equally important juncture, does the CEO have any time to focus on Education (paras 3 & 5)? What is the scale of the problem with Veritas?* *They are slow to respond. A leak pipe in a school forced it to close for 3 days. The cleaning is poor and the response to maintenance requests is tardy.*

**11. Overview** *Trustees thanked NW for a comprehensive report and fielding some tough questions. The overriding concern is not to let pending OFSTEDS and the financial and operational aspects of the Trust, squeeze out the focus on the quality of education.*

*The remainder of this calendar year is filled with considerable challenge and the key Trust appointments need to be occupied and functioning.*

*Trustees are also very conscious of the considerable hard work everyone is doing while waiting for these key positions to be filled.*

23/046	<p>002.2 – Governance Update</p> <p>1. Trustees had noted the very comprehensive report on governance submitted at the last full board. Kingsmoor and Ravens are looking to recruit 3 people to their LGB. Icenii too is focussing more attention on governance.</p> <p>2. The Westbourne Academy Independent Review (IRP) for Permanent Exclusion (PEX) was quashed with a direction to review re-instatement.</p> <p>3. Sam will provide Permanent Exclusion data for the Trust. It would be useful to include those students with protected characteristics and why a Principal’s decision to PEX was rescinded.</p>
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<b>003</b>	<b>Performance – education</b>
23/047	<p>003.1 - SOC Meeting (Paper 5)</p> <p>The SOC met on 11<sup>th</sup> January and as can be seen from the minutes considered:</p> <ul style="list-style-type: none"> <li>• Key Stage 1 phonics</li> <li>• Phoenix are working towards the implementation of the post OFSTED Action Plan</li> <li>• Beck Row – progress of Education generally good</li> <li>• Data – need to bridge the gap in confidence in published and analysed data (para 23/045 1 &amp; 3)</li> <li>• Attendance/Persistent Absence – Westbourne stands out – overall this is still a concern across the Trust</li> <li>• Future of KS5 – under serious review – 6<sup>th</sup> form update</li> <li>• Pupil Premium – While Academies have their plans published on respective websites, evidence that pupil premium is being spent as per these plans needs to be transparent.</li> </ul> <p>Clarification and Challenge</p> <p>1. <b>Could Icenii be an all through school?</b> <i>No, too geographically distant.</i></p>

<b>004</b>	<b>Performance – finance and operations</b>
23/048	<p>004.1 – Members Meeting 1<sup>st</sup> February 2023 (Paper 6)</p> <p>The Members undertook their annual review of accounts, noting the pressures on the financial team and the very tight timescales this small crew were working towards. Members agreed the appointment of Bishop Fleming as the external auditors for this financial year. Tendering for Auditors for next year will be fielded by the ARC &amp; the finance team initially.</p> <p><b>A03 – The ARC to oversee with the finance department the tendering process for external auditors for financial year 2023/2024.</b></p>

23/049	<p>004.2- FRC 2<sup>nd</sup> February 2023 (Paper 7)</p> <p>The FRC considered:</p> <ul style="list-style-type: none"> <li>• Forecast update (see 23/045 para 5)</li> <li>• Pay Rises</li> <li>• Energy Costs – in line with budget</li> <li>• 2023/2024 budget</li> <li>• Discussion on better lay out of accounts – thanked NW for simpler format for this meeting: much easier to understand</li> <li>• Need for sensitivity and stress testing (see 23/045 para 5)</li> <li>• Financial strategy for benchmarking</li> <li>• Human Resources data dashboard</li> <li>• Value for Money of OAKS?</li> <li>• Busy months ahead for Estates and IT.</li> </ul> <p>004.3 – Budget update was covered in the CEO report.</p>
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<b>005</b>	<b>Risk and compliance</b>
23/050	<p>005.1 – ARC 19<sup>th</sup> December 2023</p> <p>As requested by the Full Board the ARC had an extraordinary meeting on 19<sup>th</sup> December 2023, the outcomes of which were recorded in the Full Board Minutes of 12<sup>th</sup> December 2022 (Actions 14a - 14g) and those areas remaining outstanding to be covered at the next ARC.</p> <p>The Chair thanked the ARC for picking up on this scrutiny so close to Christmas thus allowing the Trust to submit the accounts to the ESFA by the required date.</p>

<b>006</b>	<b>Corporate matters</b>
23/051	<p>006.1 – <i>Nicholas Hammond Sixth Form</i> There has been a pause. There was full consultation. The DfE will need a deed of variation to close it. Such a significant change will need wider consultation: the Trust awaits advice from the DfE. Browne Jacobson will draw up the Deed of Variation, if called for.</p> <p>006.2 – <i>Beck Row</i> Having been previously briefed in December and the SOC in January Trustees agreed to reduce the Beck Row Academy PAN from 60 to 45.</p> <p><i>Resolution: Trustees resolved to reduce the PAN of The Beck Row Academy from 60 to 45 for the September 2024 intake.</i></p>
23/051 cont'd	<p>006.3 – <i>Iceni Hockwold</i> Trustees considered the proposal to bring the Iceni Hockwold PAN down to 15. Mindful this was a small rural primary school in the current climate this made sense.</p> <p><i>Resolution: Trustees resolved to reduce the PAN of The Iceni Hockwold Academy to 15 for the September 2024 intake.</i></p>

<b>007</b>	<b>Matters for approval</b>
23/052	<p>007.1 - <i>Policies</i></p> <ul style="list-style-type: none"> <li>• Admissions 2024-25</li> <li>• CEIAG (Careers Education – DfE template)</li> <li>• E-safety</li> <li>• Medical</li> <li>• Modern Slavery Statement</li> <li>• Reasonable Force</li> <li>• SEND</li> <li>• Visitors</li> </ul> <p><b>Clarification and Challenge</b></p> <p>1. <b>With regard to SEND – Governor Development – we do not seem to do this?</b> <i>Yes, you are right we do not do it and it needs to be provided.</i></p> <p><b>A04: To include SEND Governor Development in the SEND Policy.</b></p> <p>2. <b>Are you absolutely sure these policies reflect the Browne Jacobson template?</b> <i>Yes</i></p> <p>3. <b>In terms of checking the policies, how are we progressing?</b> <i>About a third of the way through this year. It will be easier next year as many policies are reviewed biennially or every three years.</i></p> <p>There was a request for Trustees to consider the Staff Code of Conduct policy on GVO and approve it out of meeting.</p> <p><b>A05: To look at the Staff Code of Conduct on GVO and approve out of meeting.</b></p> <p><b>Resolution: Trustees agreed unanimously to adopt the above policies</b></p>
<b>008</b>	<b>Any other business</b>
23/053	008.1 - There was no other business.
<b>009</b>	<b>Confidential items</b>
23/054	009.1 There were no confidential items.

**Date of next meeting** (see Annex A):

Tuesday 29<sup>th</sup> June 2023 - 1230-1500

Venue: Teams

Signed by Chair .....

Date.....



Paper	Subject	Item	
1	Agenda	All	
2	Agreed Minutes of 15 <sup>th</sup> December 2022	1.3	
3	CEO's report dated 7 <sup>th</sup> March 2023	2	
4	ATT Improvement Plan	3	
5	Standards and Outcomes Committee minutes 11 <sup>th</sup> January 2023	3	
6	Draft AGM minutes 1.2.23	4.1	
7	Finance Resource Committee minutes 2 <sup>nd</sup> February 2023	4.2	
8	Budget Update	4.3	
8	Audit and Risk Committee - see Actions A14a-14g from 15 <sup>th</sup> December minutes	5.1	
9	Policies – on GVO <ul style="list-style-type: none"> <li>• Admissions 2024-25</li> <li>• CEIAG</li> <li>• E-safety</li> <li>• Medical</li> <li>• Modern Slavery Statement</li> </ul>	<ul style="list-style-type: none"> <li>• Premises Management Document</li> <li>• Reasonable Force</li> <li>• SEND</li> <li>• Visitors</li> </ul>	7

Action	Description of task	Who	When
A01	To seek a trustee with an education background.		
23/043	<i>Resolution: Trustees resolved to reduce the PAN of The Hathaway Academy from 120 to 112 for the September 2024 intake.</i>		
A02	To include Trustees agreement and resolution to reduce the PAN of The Hathaway Academy from 120 to 112 for the September 2024 intake," in para 002.2.7 of the Full Board Minutes dated 12 <sup>th</sup> December 2022.		
A03	The ARC to oversee with the finance department the tendering process for external auditors for financial year 2023/2024.		
23/051	<i>Resolution: Trustees resolved to reduce the PAN of The Beck Row Academy from 60 to 45 for the September 2024 intake.</i>		
23/051	<i>Resolution: Trustees resolved to reduce the PAN of The Icení Hockwold Academy to 15 for the September 2024 intake.</i>		
A04	To include SEND Governor Development in the SEND Policy		
A05	To look at the Staff Code of Conduct on GVO and approve out of meeting		
23/052	<i>Resolution: Trustees agreed unanimously to adopt the above policies</i>		

Meetings to date (2023) Minute numbers:

Date	Meeting	Minutes
11.1.23	SOC	23/001-23/015
1.2.23	Members	23/016-23/025
2.2.23	FRC	23/026-23/039
7.2.23	Full Board	23/040-23/054



**Current Planned Meetings**

Mth	Members	Full Board	FRC	SOC	ARC
Jan				11.1.23 0930	
Feb	1.2.23 – 1000 (AGM)		2.2.23 0930		
Mar		7.3.23 1230		29.3.23 1230	15.3.23 1230
Apr			No meetings in April		
May			4.5.23 0930	24.5.23 0930	
Jun		29.6.23 1230	15.6.23 0930		7.6.23 1230 ?14.6.23?
Jul					
Aug			24. 8.23 0930		
	Patricia Beanland Matthew McDonagh Gurpreet Bhatia Tracy Campbell	Patricia Beanland(PB) Elaine Bonar(EB) Tom Clark(TC) Tania Craig(TCr) Mark Gill(MG) Louise Jones(LJ) Alistair Milne(AM)	Louise Jones Alistair Milne Carl Edwards Tom Clark	Patricia Beanland Tom Clark Elaine Bonar Tania Craig	Mark Gill Alistair Milne

**Affiliated Trustees**

Trustee	Link	Link	Link
PB	Ravens <sup>(o)</sup>	Pool Hayes	Kingsmoor
EB	ATTFE <sup>(o)</sup>	Queen Elizabeth	
TC	Sutton Community	Star	Sun <sup>(o)</sup>
TC	Caldmore Primary	Phoenix <sup>(o)</sup>	
DE	Beck Row <sup>(o)</sup>	Iceni <sup>(o)</sup>	
MG	Westbourne	Hathaway <sup>(o)</sup>	
LJ	Bristnall Hall <sup>(o)</sup>		
AM	Mildenhall College <sup>(o)</sup>	Great Heath <sup>(o)</sup>	
Fly Sq	Nicholas Hamond +AM		
<b>Link Areas to be decided</b>			
	Jubilee Primary	Dukeries	Safeguarding
	North Walsall Primary	SEND	

<sup>(o)</sup> Due OFSTED