



**Diverse Academies Learning Partnership Board (DALP)  
meeting held on  
Monday 6 February 2017 at 5.30pm at Kelham Hall**

A absence	=	Trustee name	initial	
A		Mr C Pickering Mr J Rolph Mrs M Blore Miss S Hall Mr M Quigley Mrs K Mitford Mrs W Pearson Mrs K Cowley Mr J Dickens	CBP JR MB SH MQ KM WP KC JD	DALP Chief Executive Officer DAT Trustee and Chair of the Board DAT Trustee DAT Trustee DAT Chair of Governors Trustee NCEAT Trustee and Chair of National C of E Academy National Church of England Academy Trustee National Church of England Academy Trustee CLAB representative

In attendance:

A absence	=	staff	Initial	
		Mrs A Elway Mrs D Clinton Mr L Mosley Mr G Corban	AKE DLC LDM GCO	Company Secretary and Clerk Deputy Chief Executive Officer Chief Financial Officer Chief Operating Officer

		<b>ACTION BY WHO WHEN</b>
<b>DA/39/1617</b>	<b>Apologies for absence</b> Apologies for absence were received and approved from Mrs Cowley due to other commitments.	
<b>DA/40/1617</b>	<b>Declaration of interest</b> Mr Quigley advised that his wife is a governor at Bracken Lane Primary School. There were no other declarations of interest, either direct or indirect, for any items of business on the agenda	
<b>DA/41/1617</b>	<b>Minutes of the Meeting dated 5 December 2016</b> The minutes of the meeting having previously been received were agreed and signed by the chair.	
<b>DA/42/1617</b>	<b>Matters Arising:</b> <i>DA/27/1617 Trustee training day update</i> This meeting is being followed up with one on 7 February to consider the DALP Growth Strategy.  <i>DA/27/1617 (DA/10/1617/DA/16/1617, DA/17/1617) LAB C of G mentors</i> To be discussed at the next CLAB meeting on 9 March 2017  <i>DA/27/1617 (DA/11/1617) Staff Travel &amp; Expenses policy</i> Mr Corban advised that this will be ready for the next meeting	<b>GCO/ Agenda</b>



	<p>DA/141/1617 Acronym list – <i>forwarded to all after the last meeting</i> Mrs Elway was asked to reissue this</p> <p>DA/28/1617 Allocate LAB link Trustees to academies – update Contact details for the Chairs of Governors will be re-issued. Miss Hall advised that she had made contact with the chairs of Tuxford and Tuxford Primary Academies</p> <p>DA/29/1617 Governance reform update (agenda item) New documents were tabled as part of the ongoing Governance Reforms: DALP Board Standing Agenda DALP Scheme of Delegation DALP Committee Terms of Reference Mr Pickering asked Trustees to review the documents and raise any queries with Mrs Elway prior to the next meeting on 19 April</p> <p>DA/29/1617 Finance Scheme of Delegation – sent to all F&amp;R governors/finance staff after the last meeting. Mr Mosley confirmed this is being used in academies</p> <p>DA/30/1617 Audited Accounts and Audit Findings and report to LABs Mr Mosley advised that the DAT accounts are still to be signed by RSM Audit LLP</p> <p>DA/30/1617 Finance Committee update Miss Hall advised that two meetings have been diarised for her, Mr Rolph and Mr Mosley to meet. Updates will be given at the next Board meeting</p> <p>DA/32/1617 Standard DALP Board agenda/Trusts legal partner (agenda item) Covered above. There were no representations made regarding changing the Trusts' legal partner and therefore Brown Jacobson will be appointed from the beginning of March</p> <p>DA/33/1617 KPI update Mrs Clinton advised she had met with Chris Elliott, the new Head of MIS for DALP. He and the two chairs of the Outcomes and PDBW SDGs have been charged with reviewing what education outcomes reports' need to contain. Mr Elliott will also meet with Mr Corban and Mr Mosley for the corporate reporting systems. It is intended that Trustees/LABs will receive one KPI document three times a year. It is hoped to have a template at the next meeting</p> <p>DA/35/1617 Letters confirming C of G appointments Completed after the last meeting</p>	<p><b>AKE</b></p> <p><b>AKE</b></p> <p><b>ALL</b>     <b>by</b> <b>19/4</b></p> <p><b>SH/JRR</b></p> <p><b>DLC/</b> <b>Agenda</b></p>
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	Mentors are to be assigned to new Chair of Governors at the next CLAB meeting.	
<b>DA/43/1617</b>	<b>Minutes of the extra-ordinary meeting dated 23 January 2017</b> The minutes of the meeting having previously been received were agreed and signed by the chair.	
<b>DA/44/1617</b>	<b>Matters arising:</b> <i>EO/03/1617 NCEAT Board informed of finance decision</i> Mrs Mitford reported that the NCEAT Board has not yet met  <i>EO/03/1617 Finance statement issued</i> It was agreed that the majority of governors will be aware that there needs to be tight financial controls either via the meeting that Mr Mosley had with F&R chairs, the F&R portfolio meetings or following presentations at the recent Governor Conference  <i>EO/05/1617 ERA letter of engagement</i> The letter of engagement had been sent.	
<b>DA/45/1617</b>	<b>Executive Reports</b> Trustees were updated with information in addition to that in their reports: <i>Chief Executive Officer:</i> Mr Pickering invited questions from his report which had previously been received. <b>Miss Hall enquired</b> what the criteria and restrictions were to the MAT Regional Growth Fund. She was advised that this was being discussed in detail at tomorrow's Board Workshop.  Confidential minute  Continuing through Mr Pickering's report, Miss Hall asked why the EfA had extended filing deadlines and if this was countrywide. She was advised that the new EfA reporting system had encountered access issues and the filing date had therefore been extended to the end of February for all users.  <i>Deputy Chief Executive Officer:</i> Mrs Clinton referred to the presentation she gave to the recent Governor Conference which picked up on the detail and complexity of measuring performance and the challenges this presents for senior leaders. She advised of potential risks to the group in that ELA has an issue with Progress 8 and it maybe that they will be categorised as coasting after the summer results. <b>Trustees asked</b> if this was due to this particular cohort with executives advising that the poor judgements of historic leadership and their comprehension of the exams students would need to take is a major factor. Mr Dickens advised that attainment was not an issue but as this year's cohort are of a high ability,	



	<p>progress is a concern that has been discussed and interrogated at academy meetings.</p> <p>Mrs Clinton advised that THA is less of an issue than ELA but more ground had to be made up. This summer's results should be at target.</p> <p>All secondary academies have now had a Modern Foreign Language (MfL) review by an external assessor. Following CSI meetings the Academy Improvement Plan (AIP) and MfL Team Improvement Plans (TIPs) have been amended to incorporate recommendations made. <b>Mrs Mitford enquired</b> if the same issues had been evidenced across the group. Mrs Clinton advised that the findings were the same across the group and as were expected and could generally be put down to poor middle leadership. Issues identified included the need to challenge the more able and the use of wider information and technologies to broaden students learning. <b>Through questioning Trustees were advised</b> that French, German and Spanish are taught; poor leadership is being addressed across the group by Simon Jones and the SDG's and staffing is changing in some academies.</p> <p><b>Mr Rolph asked</b> who the new Executive Assistant Principals report to when they have a dual role. Mrs Clinton advised that Allan Peacock (Maths) and Pat Evans (English) both of who also have teaching responsibilities at RO &amp; TA have corporate and academy line managers until they are fully released from the academies in June. At that time Ian Meredith and she will line manage them respectively.</p> <p><i>Chief Operating Officer:</i></p> <p>Mr Corban drew Trustees attention to the items at the end of his report which needed noting/approval:</p> <ol style="list-style-type: none"> <li>1. Gas contract for QEA/WPA approved as the academies were out of their existing contract</li> <li>2. Portakabins at THA to be removed in the Easter break. <b>Trustees received confirmation</b> that this has to be done to comply with planning permission</li> <li>3. Churchill's catering contract will be the first to be reviewed by ERA. <b>Upon questioning</b> Mr Corban advised that they over-staffed the contract from the outset and are now removing these additional staff which may cause a service issue which has already been identified as a concern in all 3 of the academies (THA/TPA/NCEA)</li> </ol> <p>Referring to the meetings with Bracken Lane and Thrumpton, <b>Miss Hall asked</b> if these had now taken place and if Samuel Barlow was discussed at the same time. Mr Corban confirmed that a joint meeting was held with the Headteachers, their PA's and DALP corporate staff. It had been very positive and Mrs Clinton confirmed that staff meetings held had also been so.</p> <p><b>Mr Quigley asked</b> if phase 2 of the process to appoint to the corporate support staff structure had been costed. Mr Corban confirmed that this phase will be to realign existing staff in</p>	<p style="text-align: right;"><b>GCO 19/4</b></p>
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academies to new corporate roles and should be cost neutral. He will give feedback at the next meeting once this phase has been carried out.

*Chief Financial Officer:*

Mr Mosley advised:

That his finance structure is in place and the team are competent and working very well. In response to questioning he advised that new processes have been put in place and management accounts will be accurate. Bank account structures are nearly in place and PSF has been reprogrammed to accommodate this.

He referred to the forecast which showed actual results up to period 3 assuming a breakeven figure at the end of the year; redundancy costs are an estimate and Section 106 funds expected from Hucknall house sales are conservative.

He is meeting RSM tomorrow who will hopefully sign off the DAT 15/16 financial accounts 'with an emphasis of matters' paragraph. He was pleased to report that the financial outlook is not as bad as he had originally thought.

Finance managers are starting to plot staffing against Curriculum Led Financial Planning (CLFP) into a budget for next year. **Miss Hall questioned** how staff costs have been so inaccurate and asked for confirmation that the payroll and staff planner is now accurate. Both Mr Corban and Mr Mosley confirmed that work has been carried out to ensure this is the case. **Trustees expressed surprise** that academy leaders were unaware that the planner was inaccurate. Through a discussion Mr Mosley confirmed that inaccuracies have been addressed and in recent meetings with senior leaders the quality of data in relation to this has not been raised as being inaccurate.

Mr Pickering stressed that the senior leader at the academy has to own their budget. Reductions were to have been made 18 months ago but no-one made any savings. It has been made very clear to them that they will be held to account for adhering to the set budget, making efficiencies identified and building reserves.

**Mr Dickens questioned** the original £1.7m deficit and the £2.2m deficit that is now forecast and asked how savings of this magnitude could be made to enable a breakeven position. Mr Mosley advised that cost reductions of £4m are to be made across DALP; TA alone has identified savings of £1m in their 17/18 budget.

**Trustees suggested** that if savings are not made the senior leaders bonuses paid at the end of the year should be reduced accordingly. Mr Mosley concurred with this and suggested that budget should be an objective/KPI for all leaders. Mrs Clinton advised that this would need to be looked at carefully alongside educational gains although agreed in principle to leaders having a financial management target in 2017/18.

**During discussion Trustees also established:**

- Retford Post 16 figures are included in RO accounts



	<ul style="list-style-type: none"> <li>- Figures are skewed by QEA/WPA who came into the group with deficits of £1.4m to be negated by funds from SPTA (Delta)</li> <li>- Finance managers are being held to account</li> <li>- Finance and HR teams are being centralised and each member of staff covers more than one academy concentrating on higher level activity but there will always be a local administrator in the academy</li> </ul> <p><b>Miss Hall suggested</b> that governors who attended the recent conference do not understand how the central charge works and when additional payments are charged if additional resources over and above the core offer are being accessed. Mr Pickering advised that other than QEA and WPA, very little activity is happening above the core offer and the 3.9% charge. <b>Miss Hall suggested</b> that it would be helpful to clarify this at F&amp;R meetings to clear up any misunderstanding.</p> <p>Mr Mosley invited Trustees to visit any academy finance manager and to contact him if greater detail was required within his reports.</p>	
<p><b>DA/46/1617</b></p>	<p><b>Diverse Alternative Provision Academy (DAPA)</b></p> <p>Mrs Clinton advised that all new schools must open as Free Schools. DALP is submitting a bid to open an alternative provision Free School with Holgate as the central hub and 6 outreach centres across our existing sites. The proposal is to offer 140 places to vulnerable students encompassing all key stages as it has been identified that there is a shortage of high quality provision in the area. The bulk of students will attend on a part time basis and will return to their home academy as a full time student. It is estimated that DALP could fill 98 secondary places and 15 primary (most not full time). The remaining places would be commissioned by Local Authorities and other schools and interest is already gathering from neighbouring authorities. Places would only be offered when the Principal of DAPA is satisfied that a full support package has been exhausted in their existing school. <b>In response to questioning Trustees were advised that:</b></p> <ul style="list-style-type: none"> <li>- The school will have its own URN number and Principal and will be staffed using a mixture of internal and external staff from our academies</li> <li>- A skilled team of people including Neil Holmes (curriculum) Patrick Knight (data) Christine Bayliss (external consultant) Rob Lancaster (Tuxford Governor) Tamara Haslehurst who has an alternative provision background are working on the application</li> <li>- Existing Ashvale and Spring Street provision will come in to DAPA</li> <li>- A financial business case has not been started but these type of Free Schools are self-funding</li> <li>- The bid will hopefully be submitted in April to open in September 2018</li> </ul>	



	<ul style="list-style-type: none"> <li>- £10k per student is received; pro-rated for the length of time they are in the academy. Commissioned places are paid for. DALP academies will also be charged but the provision will be cheaper than their existing providers</li> <li>- It is hoped the Retford provision will be at either the Post 16 Centre or the academy but this is subject to the agreement of the PFI provider</li> </ul> <p>Mr Pickering advised that bids to open Free Schools in East Leake and Hucknall are also being submitted where new primaries will be opened. It is likely that other providers will be doing the same. He confirmed he will update Trustees as soon as there is any news.</p>	
DA/47/1617	<p><b>Suggested DALP Board standard agenda and scheme of delegation</b> Discussed above</p>	
DA/48/1617	<p><b>Documents for information:</b> <b>FOIA and SAR</b> – Updated registers received Confidential item <b>Statutory policy update/process</b> Mr Corban advised that the education/corporate leaders are reviewing the statutory policies. <b>Safeguarding/Child Protection Audit and new policy</b> Trustees had received the policy and new audit procedure. The policy is a DALP over-arching document and each academy lead will personalise it for their academy. Patrick Knight will be the DALP Designated Safeguarding Lead from June reporting to Mrs Clinton and the audits will be carried out annually in each academy by Karen Bonser and Smith Cooper. Mrs Clinton advised that she will be quality assuring the initial ones. The Board will receive the reports to gain assurance of the issues around the academies. She suggested that a DALP Trustee has a safeguarding link role, as each LAB has. <b>Governance Handbook</b> – previously received <b>Competency Framework for Governance</b> – previously received</p> <p>Confidential discussion</p>	
DA/49/1617	<p><b>Date and time of 2016/17 meetings:</b> Wednesday 19 April 2017 at Kelham Hall at 5.00pm Monday 5 June 2017 at Kelham Hall at 5.30pm Monday 10 July 2017 at Kelham Hall at 5.30pm DAT &amp; NCEAT meetings will be held after these to discuss statutory responsibilities.</p>	
DA/50/1617	<p><b>Determination Of Confidentiality and Equalities Act consideration</b> Trustees considered whether anything discussed during the meeting should be deemed as confidential and whether during</p>	



	<p>their discussions any equal opportunities issues have arisen. It was Resolved That the discussions deemed as confidential within agenda items DA/45/1617 and DA/48/1617 should remain confidential. There had been no equality issues raised.</p> <p>The meeting closed at 7.18pm</p> <p><b>Signed</b>.....<b>Chair Date</b>.....</p>	
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