



**Diverse Academies Learning Partnership Board (DALP)
meeting held on
Wednesday 17 October 2018 at 5.00pm at Retford Post 16 Centre**

A absence	=	Trustee name	initial	
A		Mr J Rolph	JR	DAT Trustee and Chair of the Board
		Mrs M Blore	MB	DAT Trustee/Member
		Mr M Quigley	MQ	DAT Chair of Governors Trustee
		Mr S Jones (T)	SJ	DAT Trustee
		Mr I Storey	IS	DAT Trustee
		Mr P Mabbott	PM	DAT Trustee
		Miss C White	CW	DAT Trustee
		Mrs K Mitford	KM	NCEAT Trustee and Chair of National C of E Academy
		Mrs L Allen	LA	National Church of England Academy Trustee
		vacancy		National Church of England Academy
	Mr J Dickens	JD	CLAB representative	

In attendance:

A absence	=	staff	Initial	
		Mrs A Elway	AKE	Company Secretary and Clerk
		Mr C Pickering	CBP	Chief Executive Officer
		Mr G Corban	GCO	Chief Operating Officer
		Mr S Jones	SJO	Senior Executive Principal and NCEAT Trustee
		Mr D Cotton	DC	Senior Executive Principal
		Mr N Holmes	NH	Senior Executive Principal
		Mrs C Thornton	CT	Senior Executive Principal

Introductions were made to new Trustees and they were welcomed to the meeting.

PRESENTATION BY NEIL HOLMES – ALTERNATIVE PROVISION

Mr Holmes summarised the alternative provision in our academies. The questions below are to be read in conjunction with the presentation.

Trustees questioned and were advised:

- The next wave of Free School applications has not been announced.
- The staff in the centres are mainly employed specifically for the role however, strong teachers from across academies are being deployed to teach English and Maths at the AP sites as all students must attain these qualifications.
- There are a number of companies offering AP especially in areas where Pupil Referral Units (PRUs) closed. The quality of provision is variable and costly to academies.
- The staff to pupil ratio varies depending on the education phase. Primary is 3 pupils to 2 teachers
- The AP sites are giving wraparound care to a number of students who are on long waiting lists to see health care professionals due to the demand and cash shortage they are faced with.

There were no more questions. Mr Holmes was thanked for his presentation.

		ACTION BY WHO WHEN
DA/01/1819	Apologies for absence	



	Apologies for absence were received and approved from Mrs Allen due to other commitments.	
DA/02/1819	<p>Declaration of interest and any changes to interests previously noted</p> <p>Mr Quigley declared an interest in any discussions about Walton Girls High School and Sixth Form and he is the chair of the joint governance board at Retford Post 16 Centre.</p> <p>Miss White advised that she works with some of the academies that DALP will be working with. She will ensure her interests are noted. During the meeting Miss White advised of a declaration of interest at DA/04/1819 point 3.</p> <p>There were no interests to update.</p>	
DA/03/1819	<p>Standing agenda items:</p> <p>1. Safeguarding & Link Trustee update</p> <p>There were no safeguarding issues to report.</p> <p>Mrs Blore advised that following the last meeting she had reviewed the complaints folder and confirmed that she was reassured by the process as well as how academies raise identified issues in MyConcern and the actions taken for each incident in the random sample reviewed. She referred to an action in the 2018/19 ADP which suggested that safeguarding reports will be produced termly. She enquired whether these should be completed more regularly with Mr Holmes advising that these are picked up through the safeguarding audits and he and Mr Knight will pick up trends in termly reports.</p> <p>2. Health and Safety</p> <p>There were no issues to bring to Trustees attention</p> <p>3. Risk Management – Skype meetings</p> <p>There were no risk issues to bring to Trustees attention. Mr Rolph asked for Trustees confirmation that they approve the use of Skype calls in governor meetings. Mr Mabbott advised that Webex is securer and protocol can be issued to mitigate risks.</p> <p>Mr Jones (T) joined the meeting 17.47pm</p> <p>A discussion ensued with Mr Corban suggesting that this should be added to the risk plan to ensure that appropriate controls are in place and discussed by central staff at their GDPR meeting with recommendations brought to the next Board meeting.</p> <p>4. Any FOIA/SAR</p> <p>The clerk advised that 1 FOIA request had been received and dealt with from Schools Week regarding the use of isolation rooms. Information is being gathered for a similar request from TES.</p> <p>5. GDPR</p> <p>Discussed above. No specific issues to raise. Trustees were given assurance that staff training will be continuous to mitigate risks.</p> <p>6. Any SIRPS/Data Breaches to report</p> <p>Nothing of any concern to report</p> <p>Mr Rolph confirmed that he had checked the logs for FOIA/SAR/Data Breaches prior to the meeting.</p>	<p>AKE to GDPR meeting</p>



	<p>7. Minutes of the meeting dated 11 July 2018 The minutes of the meeting having previously been received were agreed and signed by the chair</p> <p>8. Matters arising from the minutes not on the agenda <i>DA/56/1718 P&P Terms of Reference (ToR)/PALM updates (update)</i> The ToR had previously been received and there were no questions raised. Mrs Thornton gave an update to the primary data received at the last meeting and advised that the KS2 national attainment figure had increased over the last two years with BLPA/THPA/TPA being broadly in line. Whilst WPA had doubled their results they were still below national average. SBPA results were disappointing and additional support has been put into the academy. Validated results are awaited.</p> <p>9. Any matters arising from Workshop held on 19 September 2018 There were no matters to follow up from the Workshop that haven't already been or will be dealt with.</p>	
<p>DA/04/1819</p>	<p>Additional Executive Items:</p> <p>4.1 RAG rated final 2017/18 ADP KPA1 - Mr Pickering referred to the document received which overall showed a positive picture with few objectives not being successfully completed. He explained the circumstances of why the red RAG rated objectives had not been met. In response to questions he confirmed that if these are still relevant, they have been added to the 2018/19 ADP. KPA2 – Mr Jones advised that the objectives rated amber were due to external factors. He was asked what MIS system is used across the group with Mr Cotton replying that primaries use ScholarPack and secondaries use SIMS. KPA3 – Mr Corban advised that all but one of the objectives had been met and the year had focussed on centrally led but locally delivered support to senior leaders in academies so they could concentrate on T&L and leave operational areas to experts. He advised that a priority carried forward to 2018/19 will be to address site and services teams in academies</p> <p>4.2 ADP Executive Summary for 2018/19 Mr Pickering advised that the 3 KPA's; Corporate, Education and Business remain for 2018/19 with a focus on all three working collaboratively. All senior leads have contributed to the plan with developmental areas being reflected in individuals' and academy improvement plans where appropriate. Trustees will receive exception reporting for each KPA at the second meeting of each term. Trustees enquired how the ADP is communicated to all staff. Mr Pickering explained that behind each objective and success criteria is a list of actions with staff allocated to completing these throughout the year. This is tracked termly to monitor any arising issues. During questioning, Trustees received confirmation that whilst they will receive the exception report termly it is discussed in all SEL and monthly Keeping in Touch (KIT) meetings.</p>	



	<p>Mr Rolph confirmed that the missed objectives in 2017/18 mainly related to the pause in growth imposed by the ESFA/RSC. Whilst these objectives have been carried forward to 2018/19, he warned they may not be achieved during this year depending on when the growth pause is lifted as it can take 6-12 months for a school to convert.</p> <p>4.3 Executive Reports – CBP/SJO/GCO (attached & SDG outcomes)</p> <p>Mr Pickering asked for questions from the reports previously circulated. He advised that the reporting structure will be changed at the next meeting to eliminate repetition. No questions were raised.</p> <p>Miss White registered a conflict of interest as she works with some of the LEAD schools referred to in reports. The extent of this interest will be recorded with the Company Secretary after the meeting.</p> <p>Mr Jones advised that all SELs had contributed to the report received. Trustees had previously received the end of year impact statements for each SDG.</p> <p>Confidential Discussion</p> <p>Mrs Thornton advised that leadership capacity is needed to support and deploy staff where absence creates an issue.</p> <p>Mr Corban requested approval to appoint a company to undertake OJEU for the renewal of catering contracts in 4 secondary and 4 primary academies. 2 quotes had been received. Trustees asked for assurance that their ability to deliver the contract, value for money, track record and profiles of staff have all been reviewed and taken into consideration. Trustees discussed the large differential between the 2 and suggested that the lower amount is more appropriate for the work involved. It was agreed that Conselho Ltd could be engaged when confirmation of the above has been received.</p> <p>Mr Corban referred to the dashboards within his report. A schedule of information to be received at each meeting will be forwarded and reporting this way will streamline information received by Trustees. He referred to areas such as the absence data which will be reviewed in the year to ensure there is a consistent approach to approving and registering absences across the group. Mr Jones (T) commended this better way of reporting and asked that year-on-year trends and national and Trust benchmarking data is incorporated as it becomes available.</p> <p>Referring to data such as absence, Mr Corban was asked how compliance will be checked at MAT level. He confirmed that non-compliance will be reported to Audit & Risk Committee via the Accounting Officer’s report. In response to a further question, Mr Corban confirmed that he was confident there was compliance in respect of absence return to work meetings and occupational health referrals. Mrs Thornton assured Trustees that compliance checking</p>	<p>CW/AKE</p> <p>GCO to obtain</p> <p>GCO/AKE Dashboard calendar to all after the meeting</p>
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is much more rigorous at academy level within a Trust than it ever was as a Local Authority school.

4.4 Results update – EYFS/KS1,2,4,5

Following Mr Cotton's results presentation at the Trustee Workshop he advised that unvalidated KS4 data had been released yesterday and staff are collating and reviewing this prior to the release of validated data in January. **He was asked** where 'risks' were and advised that there had been no surprises in Progress 8 scores. He reminded Trustees that comparisons are not possible due to the data sets being so varied and that P8 is the measure of the progress made from when students left primary at KS2 to when they leave at the end of KS4. The P8 range is broadly +1 - -1 with the 50th percentile being -0.2 (it was – 0.3 last year).

P8 scores are:

ELA = -0.16

HA = -0.42

NCEA = -0.01

QEA = -1.21

ROA = -0.12

TA = +0.13

WGHS = +0.63

Schools were 'a risk' in 2017/18 if they were -0.5 below floor however 'floor' and 'coasting measures' have now been removed for 2018/19.

Mr Pickering advised this will have a big impact nationally with data sets being tight across MATs. A number of high-profile MATs have seen significant drops in P8 due to perceived easy win subjects being removed or uncountable. The DfE has confirmed that from September schools will be judged on personal development, behaviour, attitudes, leadership and management. Outcomes has been removed but is still a key issue. Student destinations and those that leave as NEET (Not in Education Employment or Training) will also be tracked.

He was pleased to confirm that every academy has an area of strength and staff are aware of their strengths, weaknesses and best practices.

Mr Pickering advised that in his meeting with the RSC he will need to articulate where strengths and weaknesses lie. He confirmed that the significant improvement at QEA is not reflected in P8.

In response to a question, Mr Cotton confirmed that staff are ensuring that destinations are tracked and students are prepared to be workforce ready, some of which comes through apprenticeships and T Levels.

4.5 Proposal for Governance Restructure

Confidential Minute

4.6 Levels of Authority for approval

4.7 Management Accounts

Mr Corban dealt with the 2 agenda items above together.

He was pleased to report that although the 2017/18 audit process is ongoing the deficit significantly improved from forecast 3 from c(£1.2m) to circa FO excluding redundancies. This is accredited to the significant cost reduction programme of £2.8m to enable a £1.5m



	<p>surplus to be set in 2018/19. He confirmed that Trustee’s will receive September and October Management Accounts at the next meeting. September figures are broadly in line with plan and he apologised for the late receipt of these mainly due to external and internal audit processes being undertaken.</p> <p>The SRMA that has been working for the ESFA and with auditors to review the Trust budgets and assumptions will be submitting her report shortly. When the report is received Mr Pickering will speak with the RSC/ESFA about the possibility of removing the growth pause.</p> <p>Mr Corban appreciated that cuts had been disproportionate by academies and confirmed that the way the central formula is calculated needs to be reviewed to ensure it is equitable and transparent in the 2019/20 budget setting process. He realises that the 2018/19 budget setting process had caused some anxiety but he had had to act quickly to realise the necessary savings.</p> <p>The Levels of Authority document is being revised to ensure ‘musts’ incorporated in the September 2018 version of the Academies Financial Handbook are incorporated. He suggested that Trustees read at least part 3 if not all of the document. https://www.gov.uk/government/publications/academies-financial-handbook</p> <p>Mr Corban advised that the cash position is c£1m and he is hoping to achieve £2m by August 2019. Mr Mabbott asked how the deep cuts had been made and was advised that a standard chart of accounts is being used to enable costs to be broken down into specific areas. There is a consolidated view of non-pay spend and specifics of how cuts will be made in this area will be available at the next meeting.</p> <p>Mr Pickering confirmed that academies need to raise standards by becoming more efficient and cost effective. Cuts will need to be made where there is duplication of roles at various levels of the organisation as the volume of roles is not needed in a MAT as it is in a single school setting. He advised that L&M costs £12m across the group and he suggested that £3m can be removed by approaching staffing differently whilst increasing standards which will enable more funds to go into classrooms.</p> <p>4.8 Policies for ratification– www.dalp.org.uk – updated since last meeting: Concerns & Complaints/Unreasonable Complaints FOIA Safeguarding Expenses and Benefits Investment & Reserves Charging & Remissions Mr Rolph confirmed that the above policies have all been reviewed at ELT and the appropriate Board committee. All policies were ratified.</p>	<p>Agenda 12/12/18</p> <p>Agenda 12/12/18</p>
<p>DA/05/1819</p>	<p>Trustee Items: 1. Committee meetings: A&R Ctee 9/10/18 & audit updates – verbal update</p>	



Mr Quigley advised that positive progress is being seen with issues that have been raised as a concern by the committee for a number of years e.g. the use of removable devices and fixed asset registers. The internal audit programme had been approved for the next 3 years and this includes GDPR and FAR reviews.

F&R Ctee 15/10/18 – verbal update

Mr Rolph advised the committee had reviewed the 2017/18 outturn and the external audit progress and confirmed that the September budget was reflecting a true position.

Mr Quigley received assurance that monthly management accounts will normally be received by working day 9 of each month. All Trustees will receive a copy of the summary position with the detail being reviewed at F&R.

2. Committee membership

Trustees confirmed:

Audit and Risk – Mr Quigley (chair) Mr Jones (T), Mr Storey, Mrs Mitford

Finance and Resources – Mr Rolph, Mr Storey and Mr Mabbott

Pay and Performance – Mr Rolph, Mrs Mitford, Mrs Blore and Miss White

Standards and Outcomes – Trustees were in agreement that the necessity for this committee and its remits will be revisited when dashboard reports and the new reporting structure has settled down. Mrs Mitford confirmed that she would like to be a member of this committee instead of Audit and Risk if it is established.

Mr Rolph advised that Trustees need to decide how these committees will link with the cluster governance proposals being discussed and how reports will be received from Local Governing Bodies to Clusters and how Clusters report to the Board.

3. Academies Benchmarking Report (attached)

The report had previously been received. **Mr Rolph commended** that Trustees read it in particular the sections relating to the benefits of MATS v SATs and Lord Agnew's views on the preferential size of MATs by either the number of schools (12-20) or the number of students (6000). A discussion took place and it was noted that there will be some smaller and bigger MATs than this and they may be more geographically aligned than some are at present. The size will depend whether the ESFA deem that the appropriate infrastructure and finances are in place.

Mr Rolph stressed that if the RSC offer schools to DAT then a set of criteria is needed to judge if the Trust is interested before due diligence is started. There have been many reported successful challenges by MATs to the ESFA/RSC to receive appropriate funding to support schools in difficulties or that issues are sorted out prior to transfer and Trustees must ensure that the Trust will benefit not lose out by taking the schools on.



	<p>4. ESFA Letter September 2018 (attached) All Trustees had received a copy of the letter. The contents had been discussed within agenda items above.</p> <p>5. External support required for 2018/19 Mr Rolph suggested that this is looked at next term if any knowledge gaps have been identified. External support can then be sourced depending upon areas of need.</p> <p>6. To consider any incidents to report to Charities Commission Trustees confirmed that there were no issues discussed to report to the Charities Commission.</p>	
DA/06/1819	<p>Determination of Confidentiality and Equalities Act consideration including Nolan Principles. Trustees considered whether anything discussed during the meeting should be deemed as confidential and whether during their discussions any equal opportunities issues have arisen. It was Resolved That agenda discussions within DA/04/1819 sections 4.3 and 4.5 should remain confidential. There had been no equality issues raised. The Nolan Principles had been received by all and it was agreed that all discussions and decisions had been made in accordance with them.</p>	
DA/07/1819	<p>Date and time of 2018/19 meetings. Venue to be confirmed 5.00pm – 7.00pm Wednesday 12 December 2018 & DAT meeting Wednesday 6 February 2019 Wednesday 3 April 2019 & DAT Meeting Wednesday 5 June 2019 Wednesday 10 July 2019 & DAT meeting</p>	
	<p>The meeting closed at 19.22</p> <p>Signed.....Chair Date.....</p>	