



**Diverse Academies Learning Partnership Board (DALP)  
meeting held on  
Wednesday 10 July 2019 at 5.00pm at Diverse Education 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 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
	Mr B Marshall	BM	National Church of England Academy

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 Leader and NCEAT Trustee
	Mr D Cotton	DC	Senior Executive Leader
	Mr N Holmes	NH	Senior Executive Leader
	Mrs C Thornton	CT	Senior Executive Leader

		<b>ACTION BY WHO WHEN</b>
<b>DA/38/1819</b>	<b>Apologies for absence</b> Apologies for absence were received and approved from Miss White due to work commitments.	
<b>DA/39/1819</b>	<b>Declaration of interest and any changes to interests previously noted</b> There were no declarations of interest for any item on the main agenda nor any different declarations to those already noted. The clerk confirmed that all declarations of interest are recorded within the membership document on the Trust website.  As this will be Mrs Mitford's last meeting, Mr Rolph thanked her on behalf of the Board for the time and commitment given to the role over the last 8 years. It was noted that Mr Marshall had been appointed by NCEAT Board to this meeting. He was welcomed to the meeting and introductions were made.	
<b>DA/40/1819</b> <b>Agenda item 3</b>	<b>Standing agenda items:</b> <b>1. Minutes of the meeting dated 12 June 2019</b> The minutes of the meeting, having previously been received were approved and signed by the chair subject to the amendment in 2 places to 'Shared Leadership and Management' rather than 'Cluster Modelling'. Mrs Blore arrived 17.08pm	



	<p><b>2. Matters arising</b> There were no matters arising that will not be discussed within this agenda.</p> <p><b>3. Safeguarding</b> Executives advised there were no specific issues to report to the Board at the present time, however a log of all incidents will be brought to each meeting going forward.</p> <p><b>4. Health and Safety</b> Executives advised there was nothing to report.</p> <p><b>5. Risk Management</b> Executives advised there were no specific risks to report. The Audit &amp; Risk Committee continues to review Trust wide risks at each meeting. Details of current claims were received with the CEO's report</p> <p>Agenda items 3.6 to 3.14 were received in the report from the Company Secretary.</p> <p><b>6. Any Freedom of Information Act (FOIA) or Subject Access Requests (SAR) received</b> Since the last meeting there had been no FOIA requests and 1 SAR which was detailed in the report</p> <p><b>7. GDPR</b> Internal GDPR audits have been carried out at each academy and the overarching summary will be received at the next A&amp;R meeting.</p> <p><b>8. Any SIRPS/Data Breaches to report</b> There had been 4 breaches since the last meeting. It had not been necessary to report these to the ICO but internal investigations had been carried out to ensure that policies and procedures were being adhered to.</p> <p><b>9. Correspondence</b> Noted within the report. Mr Rolph advised attendees that he had responded to Chairs of Governors at Holgate and East Leake regarding their query with the shared leadership model. The new Academies Financial Handbook w.e.f. September 2019 had been forwarded to Trustees.</p> <p><b>10. News, updates or issues</b> Noted within the report</p> <p><b>11. Statutory filing</b> Noted within the report</p> <p><b>12. Trustee training/visits to HO or academies</b> Noted within the report</p> <p><b>13. Policy ratification</b> There had been no policies since the last meeting for approval. Mrs Elway advised the updated Privacy Notices will be presented at the next meeting for approval.</p> <p><b>14. Trustee Committee meetings</b> The key points discussed at the meetings were advised by the chairs: <u>Finance and Resources 8 July 2019:</u> Mr Rolph advised that the recent committee meeting had reviewed the 2019/20 budgets and the proposed Early Years (EY) 3 Year Forecast. The EY budget shows a deficit in the first year with years 2 and 3 projected to be positive. Trustees were advised that places will need to be allocated in blocks of 6 or 12 to ensure staffing ratios pertinent to</p>	<p>SELS</p> <p>agenda</p>
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ages of the children are cost effective which aligns to budget planning. **Trustees asked** Mrs Thornton if there is a lack of EY places in the area. She advised that there is and the LA is supportive of the provision. The centre will alleviate pressure at both BLPA and THPA who have seen increased application numbers.

The approval will be formally recorded at the later DAT meeting.

A list of contracts expiring or new in-year will be received at the first meeting in September for approval.

#### Audit & Risk 25 June 2019

Mr Quigley referred to the list of exception reporting items in the report and confirmed that there were no additional risks to add to the risk register.

### **15. CEO's Report previously received**

#### *Part A CEO Executive Summary*

Mr Rolph asked Mr Pickering to update attendees on the current situation with NCEAT's notification to dissolve the Partnership Agreement. Mr Pickering suggested that this was discussed at the following DAT meeting, as is on the agenda. Mr Rolph advised that it would be beneficial to have the discussion with NCEAT representatives present and he is aware that two DAT Trustees have to leave before the DAT meeting. It was agreed that this subject would be dealt with at the end of the meeting after the SELs had left.

Mr Pickering referred to his report and paid particular attention to:

**A2.** The productive meeting, he and Mr Corban had had with the ESFA who had confirmed DAT's stability and had discussed the potential to sponsor another school. This will be discussed with Trustees as and when approached.

**A4.** It had been unfortunate that some half day academy visits had been postponed until the autumn term. Trustees that had been involved in the visits reported positively.

**A6.** He is developing a succession plan for when he retires; to be discussed at the DAT meeting

**A7.** Business and Leadership and Management (L&M) realignment are both progressing well and excellent appointments into Senior Principal and Principal positions have been made. These appointments will enable better leadership to be delivered in a more cost-effective way. Mr Pickering confirmed that the L&M structure across all academies will be completed by September 2020. **Following a discussion,** Trustees approved the appointments as it is their existing responsibility within the Articles of Association, and a further discussion will be held around this later in the agenda.

Mr Cotton advised of the recent training for all senior leaders in the Trust by David Weston, who is the CEO of the Teacher Development Trust. It had been a high-quality T&L event that had received very positive feedback.

**A9.** The new governance structure to take effect from September had been discussed in detail at Trustee Workshops and an information event had been given to Principals, Chairs and Vice-Chairs in May. Verbal



	<p>feedback had been very positive with governors appreciating the reduced commitment that will be expected of them and training had also been given to Trustees and Governors on the dashboard that will replace the lengthy CSI documentation currently received. Trustees who had been at the training or had spoken to Chairs of Governors at the half day visits reported that it had been seen positively. <b>Following questions from Mr Mabbott</b>, it was agreed that formal feedback and evaluation will be undertaken and presented to the G&amp;P Committee.</p> <p><b>A10.</b> Since the report was written the opportunity to apply for MDIF had been made available. This money is given to MATs for mergers and collaboration. It has significant benefits as evidenced in the school improvement work in 3 of LEAD's secondary academies. Any money received from this funding stream will benefit all academies.</p> <p>Trustees noted that the following documents will be received at the next meeting:</p> <ul style="list-style-type: none"> <li>- Growth and development strategy</li> <li>- Three overarching directorate strategies and all associated operational strategies - either to full board or sub committees as appropriate</li> <li>- Final 2018/19 ADP</li> <li>- Final 3- year SDP and ADP for 2019/20</li> </ul> <p><i>Part B Education Executive Summary</i></p> <p>Mrs Thornton updated Trustees on the initial analysis of the SATs results and confirmed that a clear impact has been seen to the priority strategies. There has been significant progress in EY and progress is either in line with the national figure or improving.</p> <p>WPA's Ofsted report has been published with EY graded good and their EY results had also improved recognising the significant improvement in the last 18 months. This was a credit to them as there had been 60 in-year pupils with a large number having EAL.</p> <p>SBPA has also seen significant EY improvement</p> <p>In phonics and Read Write Inc there has been significant impact with outcomes either above national or showing a significant improvement.</p> <p>In KS1 impact has been seen in all academies, reaping the benefits of intervention especially SBPA and WPA. This will have a positive impact as the children move through KS2.</p> <p>KS2 outcomes are still unvalidated but all will be above floor level. Attainment at SBPA and WPA has seen a significant improvement with others reaching targets. Reading is a continuous challenge and will be a continued focus for next year as will the Reading, Writing and Maths combined score.</p> <p>A full report will be given at the next meeting.</p> <p><b>In response to a question</b>, Mrs Thornton advise that WPA's Ofsted report was good in EY, a strong good in PDBW, good in L&amp;M and the inspector was complimentary of their journey in a short space of time. She also complimented the support given by the MAT which had enabled rapid progress since brokerage from its previous Trust. However, because T&amp;L and Outcomes are still RI, it gives the overall grade as RI.</p>	<p>AKE</p> <p>Agenda</p> <p>CT</p>
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**Mrs Blore had represented Trustees** at the inspection and advised that the guidance given to ensure Trustees can evidence that they are challenging academy governors was a pertinent part of the process.

Mr Holmes advised that QEA's Ofsted report had been published which recognised that the school had been in special measures for 18 years and it was now RI. He and Mrs Thornton advised that the new shared leadership structures will have a big impact as strong leaders will bring equity to all academies. Mr Cotton reminded Trustees that QEA and WPA were re-brokered 2 years ago as their previous Trust had failed to improve them and credit should be given to all concerned. Inspectors recognised the drive of the Trust to take on these academies and to improve achievement. **Mr Rolph enquired** what the numbers on role is at QEA and he was advised that 100 students are leaving in Year 11 with 150 starting in September.

Trustees requested that a letter of thanks to all staff at QEA and WPA was sent on their behalf.

Mr Cotton drew Trustees attention to page 8 and advised that 8 regions had been given a license for a 'super teaching school' with the nearest area being South Yorkshire. He reminded Trustees that TVTSA had been working with NCEA through the Aspirant Teaching School bid and the next step would have been to apply for Teaching School status. With the change of direction and super teaching hubs being introduced there is no method to do this so he is looking at setting up and growing hubs in our area to be in a strong position to bid to become a super teaching hub when the opportunity arises. **Mr Rolph asked** what the timescale for this might be with Mr Cotton advising that DfE timescales have slipped and it will be at least 18 months before the new hubs' effectiveness have been evaluated and the window reopens. The existing teaching schools remain whilst they continue to meet their KPI within defined areas of ITT, CPD and school to school support.

*Part C Financial Performance Executive Summary*

Mr Corban referred to his report and the table on page 9 highlighted the significant movement outturn in the last 3 years which had been recognised by the ESFA.

May's Management Accounts are on track to recover the deficit brought forward from 2017/18 and to end the year with a positive position and reserves at a level approved by Trustees.

Budget setting had been completed for DAT & NCEAT and had been reviewed at F&R with the 3 year return Budget Forecast Return (BFR) to be signed off by both sets of Trustees. NCEAT had discussed this at their meeting on 9 July and DAT Trustees were asked to give their approval that F&R Trustees could sign this on their behalf prior to 30 July deadline. Mr Rolph confirmed that F&R had been through the figures for both Trusts. The major funding streams for future years are not yet quantifiable but the assumptions made in producing the forecasts for the next 3 years had been reviewed and agreed as reasonable.

Mr Corban advised the cash flow position (on page 9) is strong but there are a couple of risks to bring to Trustees attention. One being the timing of receipt of Section 106 payments. 2 payments totalling c£460k are due

AKE



	<p>as is c£90k of index linked money relating to these and previous payments. These might not be received until the next financial year. The other is Schools Condition Allocation (SCA) of between £800-£900k which is received as a partnership for significant capital projects. He explained that each Trust receives Devolved Formula Capital for maintenance and repairs. Usually SCA is received in 4 instalments but the ESFA now requires evidence that this is being spent on capital projects and is not being used as revenue before it will release payments. This stance is in contradiction to the positive conversation that he and Mr Pickering had had with Mark Foley and therefore he is going to speak to the director of the capital team to understand their issues. He will update Trustees when he has. These 2 items create a risk to the projected CFF. He and Mr Rolph advised that it is acceptable to hold some SCA back for large projects year on year if these have been noted in the capital plan but other than this there cannot be a large carried forward.</p> <p><b>Mr Quigley asked</b> if the new appointments and any back-fill had been included in the budget and it was confirmed that assumptions, as well as attrition had been built in on a conservative figure. Trustees had received the final budgets for both Trusts in the CEO's report. These are the figures that will be submitted within the BFR return. Trustees approved the budgets presented and confirmed that F&amp;R could supervise submission of the Budget Forecast Return. Mr Rolph assured Trustees that he would return to them if any material changes were proposed prior to submission.</p> <p>Mr Corban advised that the capital plan, summarised in his report, would be discussed in detail at the next F&amp;R meeting.</p> <p><i>Part D Business Functions Executive Summary</i> Mr Corban advised that the business realignment process is underway and meetings in each academy have been positive with senior leaders being confident about the increased support that they will receive.</p> <p><i>Part E RAG Rated ADP 2018-19</i> Mr Pickering referred to the RAG rated ADP and advised that the full 2018/19 ADP review will be received at the first meeting next year as will the 2019/20 ADP He advised that all objectives within KPA1, Corporate Directorate remain on target whilst acknowledging that it is difficult to measure culture. However, during his visits to academies he was pleased to report that there is increasing evidence of staff referring to 'our organisation' whilst celebrating individual characteristics of each academy. Mrs Thornton confirmed that the WPA Ofsted lead had commented on this during the visit. Referring to objective 1.5, Mr Pickering advised that the cluster model has undergone a review and school improvement and accountability will be carried out through the new L&amp;M structure rather than in geographical clusters. The new academy pairings will share their strengths and weaknesses to raise the bar at all academies.</p>	<p>GCO Advised email 18/7/19</p> <p>agenda</p>
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	<p>KPA 2 – Education Directorate</p> <p>Mr Jones advised that all objectives are on track for the end of the year. Referring to 2.2, <b>Mr Storey asked</b> if the curriculum strategy could be shared. Mrs Elway was asked to forward it, but Trustees were advised that this was just one of c15 education strategies all of which had been co-developed with staff in academies and will be received at the next appropriate committee meeting. Mr Rolph suggested that the curriculum strategy might be more important for Trustees to be aware of given the requirements of the new Ofsted framework with Mrs Blore receiving confirmation that it links to the strategies in the Ofsted booklet that Mrs Hardy presented to Trustees at the recent Workshop. Mr Cotton confirmed that the team have undertaken research to produce the overarching intent, strategy and impact with each academy building their own curriculum based on this.</p> <p>Mr Pickering advised of the hierarchical L&amp;M structure comprising of Senior Executives Meetings (SEM), Executive Leadership Team (ELT) Education Leadership Group (ELG), Strategic Development Groups (SDG), which involves staff in all academies and Team Development Groups which is faculty staff involvement.</p> <p>Referring to 2.6 Mr Cotton advised that since his Institute presentation to Trustees at the beginning of term, all items discussed have been achieved and more, with feedback being very positive.</p>	AKE
<p><b>DA/41/1819</b> <b>Agenda</b> <b>item 4</b></p>	<p><b>Additional Executive Items</b></p> <p><b>1. Vision 2019-2022 (previously received)</b></p> <p>The statement had been received. Trustees confirmed that it can be published on the website.</p> <p><b>2. 3-year Strategic Development Plan (SDP)</b> <b>Corporate/Education and Business Strategies</b></p> <p>Mr Pickering confirmed that following the discussions within the Trustees Workshop on 27 March, he will be reviewing the SDP and the final version of the ADP, along with each strategy and the final documents will be received at the first meeting next term. <b>Mr Storey asked</b> for a clear line of sight between goals, SDP and ADP so that Trustees can establish how each feed into each other in order that they can easily evidence and review how these will be achieved. In the meantime, it was agreed that the current documents on the website should make reference that they are in the course of being updated.</p>	Agenda
<p><b>DA/42/1819</b> <b>Agenda</b> <b>item 5</b></p>	<p><b>Trustee items:</b></p> <p><b>1. Trustee attendance at interviews</b></p> <p><b>Following a discussion</b> during which it was noted that the Articles of Association states it is Trustees responsibility to appoint Principals and therefore this is not a delegated function. However, it was acknowledged that this does not take into account the layered structure that the Trust now has. Whilst Trustees acknowledged they had approved the new L&amp;M structures (at P&amp;R) and costs (at F&amp;R) it would be best practice for them to be on interview panels for senior leaders. This had not been possible in the recent appointments which had been unfortunate and had caused a delay in advising candidates they had been successful.</p>	



	<p>Mr Pickering apologised for the tight timescale with appointments but the new structure needed to be in place for September. Trustees agreed that:</p> <ul style="list-style-type: none"><li>- Instead of amending the AoA, policies should be explicit of the process and Mr Corban will review these to ensure the process and panel attendees is clear</li><li>- Trustees should attend Executive and Senior Principal interviews</li><li>- Chairs of Governors should attend Principal interviews (as they mostly had done in the recent appointments)</li><li>- Pen portraits of candidates will be given for all external or unknown staff to Trustees</li></ul> <p>It was noted that Trustees appoint the CEO. Mrs Mitford asked where the Diocese would fit into the appointment process for a Senior Principal at NCEAT. Mr Corban advised that the Diocese and the NCEAT Board would be involved and whilst the contract of employment is signed by Chairs of both Trusts, the appointment is made by DAT. Trustees were advised that the Diocese had been involved in the appointment of the Principal at QEA.</p> <p><b>2. Governance and Partnership Committee (terms of reference/agenda, previously attached)</b></p> <p>Mr Rolph advised the first meeting, which was to have taken place before this meeting, had been postponed until the next academic year.</p> <p>Trustees reviewed the proposed terms of reference which had been previously published.</p> <p>Mr Mabbott left the meeting 18.40.pm</p> <p>They suggested that clarity is needed to make clear the core role of the committee which outlines how Trustees will hold academy committee governors to account.</p> <p>Mr Quigley left the meeting 18.44pm</p> <p>Referring to the draft agendas, Mr Marshall asked when the committee might decline a recommendation by an academy committee for a Chair of Governors. He was advised that this would be if Trustees felt the person would not uphold the values and ethos of the organisation and academy.</p> <p>Mr Pickering asked for clarity of who will be members of this committee. Trustees advised that the first meeting will decide this.</p> <p><b>3. Notes of the Trustees Workshop held on 27 March 2019</b></p> <p>The notes, having previously been circulated were agreed.</p> <p>Mr Holmes, Mr Cotton, Mr Jones, Mrs Thornton and Mr Corban left the room at 18.51pm at the request of Trustees.</p> <p>Confidential discussion</p>	<p>GCO</p> <p>AKE</p>
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<p><b>DA/43/1819</b> <b>Agenda</b> <b>item 6</b></p>	<p><b>1. To consider any incidents to report to Charities Commission</b> Trustees considered this and agreed that there were no items to report</p> <p><b>2. Determination of Confidentiality</b> 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 discussions within DAT/42/1819 should remain confidential to Trustees and Mr Pickering</p> <p><b>3. Equalities Act consideration</b> All discussions take note of the Equalities Act</p> <p><b>4. Nolan Principles.</b> Nolan principles had been received by all. It was agreed that all discussions and decisions had been made in accordance with them.</p>	
<p><b>DA/44/1819</b></p>	<p><b>Date and time of next meetings:</b> To be confirmed</p>	
	<p>The meeting closed at 19.50pm</p> <p><b>Signed.....Chair Date.....</b></p>	