

**Activate Learning Education Trust
MULTI ACADEMY TRUST BOARD MEETING**



MINUTES of a meeting of the Activate Learning Education Trust held on Wednesday 8th November at Activate Learning, Oxpens Road, Oxford OX1 1SA.

Trustees present: Sally Dicketts (Chairperson) (1/1), Lee Nicholls (CEO ALET) (1/1), Placi Espejo (1/1), Joanne Harper (1/1), Owain Johns (1/1), Dave Kilshaw (1/1).

In attendance: Nicola Maytum (NM), Director of Education
Helen Pike, Master of Magdalen School (Observer)
Heledd Walker, Clerk to Activate Learning Education Trust.

MINUTES

Start – 5:30pm

Trust Board Meeting	
Part I – Education and Standards Committee	
<p>The board were informed of the purpose of the Education and Standards Committee to take an independent look at student progress and attainment throughout the academies, thereby ensuring the results are reviewed in detail and any trust wide issues are understood enabling trustees to act appropriately.</p>	
1.	<p>ALET Performance and Examinations Analysis</p> <p>The board heard how NM, an experienced Head Teacher and Deputy Head Teacher had been commissioned to conduct the external review of the 2016-17 Examinations performance within the ALET academies.</p> <p>The board received a report and overview from NM who highlighted that it is important to recognise that UTC's are only responsible for two of the five years of 11 – 16 education, but are held accountable for all five years, the current accountability measures for all state funded schools do not take account of the curriculum and purpose of UTC's promoting and delivering technical and vocational education. NM also highlighted that it is worth noting that the gender split has a significantly higher number of male students than female students who usually perform significantly worse in examinations.</p> <p>NM's overview concluded a number of proposed recommendations;</p> <ul style="list-style-type: none"> • Standardised data management and reporting systems and procedures with a centralised assessment and reporting calendar. • Standardised target setting and intervention systems and procedures. • Review of provision and interventions for more able students. • Review of provision and interventions for disadvantaged and SEN students. • MAT wide curriculum and staffing review for better alignment towards improved pupil performance, consistency of delivery and value for money. • MAT wide independent performance review of Science and Humanities subjects. <p>Trustees asked how the LGB boards can monitor this information to ensure the school</p>

	<p>leaders are challenged appropriately. The Principals confirmed that this information is included in the Principal's report at each LGB meeting. The discussion concluded that the LGB boards need to be clear about attainment to ensure they challenge the school leaders. Other trustees asked what would be a visible intervention that could be put in place to move the red, amber, green rating up one colour. It was confirmed that this would be teaching and learning feedback based on high quality target setting and data. It was noted that data is the key to providing the school leaders information to inform the teaching and learning. Discussions ensued around the standardisation of data with the benefit to highlight any issues.</p> <p>NM was thanked for the excellent work and detail provided in the report.</p> <p>The board concluded to adopt the recommendations in the report and the CEO was actioned to produce and ALET improvement plan to ensure the recommendations are put in place. It was confirmed that this would be available at the next meeting in December.</p> <p>RESOLVED</p> <p>It was resolved that the board adopted the recommendations within the report.</p> <p>It was resolved that the CEO would produce an ALET improvement plan to be presented at the next meeting to ensure the recommendations are in place.</p>
Part II – ALET Board	
1.	<p>Apologies for absence</p> <p>The board received apologies from Phil Shadbolt (0/1), Beverley Ford (0/1)</p>
2.	<p>Declaration of interests, gifts and hospitality</p> <p>Sally Dicketts and Lee Nicholls work for Activate Learning which is the provider of group services to the trust's schools.</p>
3.	<p>Minutes</p> <p>The minutes of the meeting of 11th July 2017 were approved as an accurate record of the meeting and signed by the chair.</p> <p>All members were agreed.</p>
4.	<p>Matters arising</p> <p>The board received the Matters arising and summary of actions, the following updates were agreed;</p> <ul style="list-style-type: none"> 1 – Complete – Covered under Item 6 Governance update 2 – Complete – No plans to do this at present 3 – Complete - Update under Item 8 4 – Ongoing
5.	<p>Any other business that has arisen since the circulation of the agenda</p> <p>None</p>
6.	<p>Governance update</p> <ul style="list-style-type: none"> • Skills Audit The board were reminded of the Skills audit form for completion. • UTC Swindon – To receive recommendation for the nomination of the LGB Chair The board received the recommendation from UTC Swindon of the nomination of

	<p>Beverley Ford as their Chair to the LGB. The board discussed the nomination and agreed to appoint as Chair to the Local Governing Body – UTC Swindon. All members were agreed.</p> <ul style="list-style-type: none"> • Trustees of ALET update The board received an update from the Clerk confirming that ALET is currently in the process of strengthening the Members and Trustees of ALET in line with the growth of the Multi academy Trust and its wider geographical spread. The board were introduced to Helen Pike, Master of Magdalen College School with a view to join as a Trustee; the board were also informed of nominations from BMW, Peter Brett Associates and a senior member from Oxford Brookes executive team. <p>RESOLVED</p> <p>It was resolved that any outstanding Skills Audit forms would be completed and returned to the Clerk.</p> <p>It was resolved to approve the nomination of the new Chair to the local governing body – UTC Swindon.</p> <p>It was resolved that the board received an update confirming the current process of strengthening the Activate Learning Education Trust multi academy trust Members and Trustees.</p>
7.	<p>CEO Report</p> <p>The board received the CEO's report for information and agreement.</p> <p>Key areas of the report were summarised by the CEO, including confirmation that UTC Swindon had formally integrated with the multi academy trust as at 1st September 2017, with JH as executive principal and Jon Oliver as Principal.</p> <p>Referring to the report, the CEO confirmed that on 21st October, the Regional School Commissioner's Head Teacher board had approved the sponsor match of Theale Green School with ministerial approval and a business case for the finances due in the first week of November. The following conditions were set by the Regional School Commissioner's board.</p> <ul style="list-style-type: none"> • A streamlined action plan for improving progress at both The Bicester School and Theale Green School. • Any outstanding governance issues to be resolved. • Regular EA visits for each school, a minimum of three visits over the course of this academic year. • Both school's to submit a data drop by the end of January 2018 to show what progress pupils are making against the school's predicted grades. • The Head Teacher's Board are also requesting that ALET contact multi academy trusts in similar positions to gain an understanding of what steps are being taken to become more successful. <p>The CEO requested support from the trustees based on the information received at this meeting and the original due diligence documentation with a view to formal trustee approval sought at the next meeting.</p>

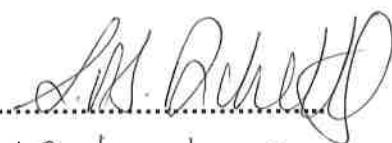
	<p>The board heard how the re-brokerage work around Theale Green along with the interactions with the DfE and RSC has highlighted a requirement to develop a stronger school improvement function and strategy. It was proposed that an ALET school improvement and action plan should be developed with a proposed bid to the MAT development and Improvement fund of £50-100k to support this work.</p> <p>The CEO highlighted the main risks which have been added to the Risk register which include, Capacity in the multi academy trust with rapid growth and further integrations.</p> <p>Finances at The Bicester School an accumulation of lagged funding and fast regrowth in student numbers. It is suggested to adopt a 3 year strategic approach with deficits for 2 years and surpluses for two years. The Local Governing Body of The Bicester School has established a finance committee to track this more closely with additional controls in place. It was proposed and agreed that the Trust board receives assurances at each meeting for the next couple of years that The Bicester School is on track to deliver scenario two from within the plan.</p> <p>RESOLVED</p> <p>It was resolved that formal trustee approval for Theale Green School would be sought at the next meeting.</p> <p>It was resolved that an ALET school improvement and action plan would be developed.</p> <p>It was resolved that the Trust board would receive assurances regarding The Bicester School at each meeting.</p>
8.	<p>Data dashboard</p> <p>The board received the consolidated Data dashboard report which is routinely presented to the local governing board meetings, allowing trustees to identify school-specific issues and areas of best practice.</p> <p>The members noted the main areas emerging as MAT priorities which include; Quality teaching and learning, priority given to students achieving grade 5 as this will replace grade 4, the old "C"; the gap between disadvantaged students and non-disadvantaged students. Vocational courses. The members discussed the awareness required of the high level of risk regarding the vocational courses with only one re-sit opportunity. It was noted that the new T levels require work experience to be completed before a certificate will be issued.</p> <p>RESOLVED</p> <p>It was resolved that the board received the consolidated Data dashboard report for information.</p>
9.	<p>Financial Reports</p> <p>The board received the draft results and balance sheet of the MAT for the year to 31st August 2017. It was noted that the Trust had made an operating surplus of £220 against the outturn surplus of £172k. The favourable variance of £48k is due to a favourable variance of £32k largely attributable to prior year non domestic business rates rebate from</p>

	<p>The Bicester School along with a decrease in expenses at The Bicester school of £16k. The board approved the draft results.</p> <p>RESOLVED</p> <p>It was resolved that the board received and approved the draft results and balance sheet of the MAT for the year to 31st August 2017.</p>
10.	<p>Use of SEAL</p> <p>It was noted that the ALET seal had not been used since the last meeting.</p> <p>RESOLVED</p> <p>The board resolved to receive an update of the use of the ALET seal.</p>
11.	<p>Risk Register</p> <p>The board received the Risk Register which had been updated with perceived risks. The board discussed the current risks and their impact It was agreed to receive the risk register with no further updates required at this point.</p> <p>RESOLVED</p> <p>The board resolved to receive the risk register for overview and approval.</p>
12.	<p>Next meetings:</p> <p>It was agreed that the next meeting on 13th December would need to be moved.</p> <p>Wednesday 21st March 2018</p> <p>Wednesday 4th July 2018</p>

The meeting Closed at 7:10pm

Signed:.....

Date:.....



19/12/2017.

