

**Anglian Learning  
Trust Board  
Meeting Minutes**



01 October 2019 at 8am

**Trustees Present**

Claire Lawton (CL Chair), Jon Culpin (JC CEO), David Lamkin (DL), Richard Cowling (RC), Sue Speller (SCS), June Cannie (MJC) and John Morgan (JM)

**Others Present**

Prue Rayner (PR Executive Primary HT), Duncan Cooper (DPC DCEO), Charity Main (CM Finance Director), Dom Fullman (DF Deputy Principal BVC) and Kerrie Jones (KJ Clerk)

The meeting was preceded by a Safeguarding training update delivered by DF who left immediately afterwards.

	ITEM	ACTION
1.	<b>Acceptance of Apologies for Absence</b> Apologies were accepted from Ken Murphy (KM)	
2.	<b>Declarations of Interest with regard to agenda items</b> None Trustees completed new Pecuniary Interest forms for 2019/20.	
3	<b>Agree minutes of last meeting and Matters arising not on this agenda</b> The minutes and confidential minutes of the meeting on 16 July 2019 were agreed as a true record. There were no matters arising.  Following on from the safeguarding session PR confirmed that there has been an increase in schools having to deal with allegations of peer-on-peer abuse outside of school. Staff are having to manage students and peer groups and although procedures are working this is adding a particular challenge. The cross-Trust safeguarding group is considering how best to support schools with appropriate guidance.	
4.	<b>Risk Register: Board level review of whole RR (JC)</b> The risk register has been restructured and is much more manageable. A new 'Growth' tab has been added. A process is in place for reviewing the register: JC will consult with all directors to review each section of the Trust risk register which will then be examined by each committee. LGBs have responsibility for reviewing school risk registers and a copy sent to the Trust.  Identification of very high risks to the Trust: <ul style="list-style-type: none"> <li>Financial sustainability - robust systems for financial monitoring are in place but there is continual pressure and the future is uncertain.</li> </ul>	

	<ul style="list-style-type: none"> <li>• H&amp;S – progress has been made with, for example, the Every system and SCA money to target issues. However, LGB oversight and responsibility needs clarity with a clear reporting mechanism put in place. Further governor and HT training is needed. The new H&amp;S policy to be issued shortly.</li> <li>• Network resilience from cyber-attack &amp; fraud – this is a constant threat. JC will continue to work with RM to examine the robustness of AL systems. Trustees asked how other MATs deal with these issues and were told that they have suffered attacks which has helped inform AL’s processes. Trustees also sought reassurance that the schools could continue to operate with a system shut-down. The CEO is confident that this is the case but suggested the Director of IT could attend a Board meeting to advise.</li> <li>• De stabilisation caused by growth – eg risk of Sixth Forms, investment in schools, staffing structure. These issues will be considered at the due diligence stage.</li> </ul> <p>Trustees discussed the risk register and in particular the issue of fraud, its overlap of categories and internal fraud. Bribery and Corruption training was suggested. Increased awareness particularly amongst finance staff has already been established</p>	<p>RM to be invited to a future Board meeting to discuss cyber threats</p>
<p><b>5.</b></p>	<p><b>Initial Performance update (DC/PR)</b></p>	
	<p><b>Primary outcomes 2019</b>  Overall the outcomes across the Primary schools was positive with significant improvement in Maths and improvements seen in Reading and SPAG.  The Trust is working to ensure schools continue to have sufficient oversight of pupil progress.  Fen Ditton has a significant number of disadvantaged pupils and achieves well in this context.</p> <p>There are a number of priorities for next year:</p> <ul style="list-style-type: none"> <li>- Sustaining improvements</li> <li>- Continuing to moderate writing assessment</li> <li>- Disadvantaged – particularly SEND</li> <li>- Tighter analysis of progress</li> <li>- KS1 writing &amp; combined</li> <li>- Y1 phonics</li> <li>- EYFS – Speech, Language &amp; Communication</li> </ul> <p><b>Q</b> <i>Is there a clear rationale for exclusions?</i>  <b>A</b> They are all related to complex educational needs. The pupils require specialist provision which is not available in Cambridgeshire.</p> <p><b>Q</b> <i>Would alternative provision be the best option if available?</i>  <b>A</b> The Trust wants to accommodate these pupils but needs more resources and is currently trying to work with the LA on provision. Exclusions are being monitored across the Trust.</p> <p><b>Q</b> <i>Do pupils that move to a new institution become the responsibility of the new institute?</i></p>	<p>Behaviour and exclusions will be a future Board item</p>

	<p><b>A</b> In most cases they do.</p> <p><b>Secondary Outcomes 2019</b></p> <p>Outcomes were assessed using Power BI</p> <p>Overall progress is significantly above the national average with improvements in Maths and English.</p> <ul style="list-style-type: none"> <li>• Bassingbourn VC has seen English and Science improve and the Trust is supporting them with Maths this year.</li> <li>• Bottisham VC Progress 8 score has improved and is now significantly above the national average. Maths results have also improved. Their focus this year is on consistency and ICT and they are working with Sawston on the latter.</li> <li>• Netherhall has seen an improvement. Their focus is on consistency and English. Continuing financial pressures mean little flexibility in staffing structure. The Trust is still offering a high level of support to the school.</li> <li>• Sawston has outstanding results this year. There continues to be a focus on Art and Science but there is good, effective leadership in place.</li> <li>• Pupil Premium outcomes continue to be a focus for all schools and are a priority of the Trust Improvement Plan.</li> <li>• The Oakes is striving to improve outcomes and consistency. DC is working with the college on quality assurance and the curriculum</li> </ul> <p>Progress scores are not available until 2020</p> <ul style="list-style-type: none"> <li>• JFAN has strong results at both GCSE and A level</li> </ul>	
<b>6.</b>	<b>Trust Strategic Improvement Plan 19/20</b>	
	<p>The Key priority areas are:</p> <p><b>1. Improving outcomes for vulnerable pupils (PR)</b></p> <p>The picture is complex and rates of improvement slow. The Trust continues to look at the performance of vulnerable pupils, the provision available and where additional support is needed. Those pupils who are also SEND have the poorest outcomes.</p> <p><b>Q</b> <i>Do we share best practice with other feeder schools?</i></p> <p><b>A</b> There is a focus on transition at Y6 and how we support that process for all pupils moving to Trust schools.</p> <p><b>2. Developing quality and sustainability of leadership (JC)</b></p> <p>There is a focus on the quality of both middle and senior leadership. Training will be delivered in partnership with the Anglian gateway Teaching School Alliance (AGTSA). There is also a talent management programme and peer review process. The Trust is currently working with the charity Whole Education, accessing a peer review group and collaborating with other MATs. The quality of governance will be developed across Trust schools with a training programme implemented in partnership with AGTSA.</p> <p><b>3. Developing and implementing curriculum understanding and change (DC)</b></p> <p>A framework for excellence is being developed with HTs and will be embedded across the Trust. It will ensure a broad and balanced curriculum and the 'Anglian Learning 50' experiences.</p> <p>The Education Committee will be looking at the plan in more detail.</p>	

<b>7.</b>	<b>Update on Trust Growth (JC)</b>	
	<ul style="list-style-type: none"> <li>• <b>Wing</b> The current plan for opening is September 2021. However, the planning application has been rejected and will need to be resubmitted. Marshall and Hill have recently requested a name change.</li> <li>• <b>JFAN</b> Consultation is currently underway with a transfer date of 1 January 2020 planned. An application has been submitted to the HT board. The RSC has approved £25k towards costs and the ESFA has agreed to ring-fence JFANs budget so their deficit will not affect AL reserves. With regards the unilateral undertaking, the ESFA may be prepared to give a further loan to be repaid in due course. AL continues to support JFAN with leadership and safeguarding and assisted them with their successful boiler replacement bid. JC was also able to report that JFAN has begun to consider their new LGB composition.</li> <li>• <b>CHET</b> AL has appointed Philip Cranwell as consultant to oversee the transfer. The consultation process will begin in November. The current situation at CHET is of a MAT in an early stage of development. and there is not a large central capacity. From Jan 2020 there will be an acting CEO. AL is currently overseeing CIF bids at CHET schools to get this work completed ahead of transfer. Anglian Learning's costs will be around £20k. <b>Q</b> <i>Will this mean a bigger strain on our resources?</i> <b>A</b> This will be more challenging as it will be more akin to taking on separate schools <b>Q</b> <i>Will we have to deal with three pension schemes and employment T&amp;Cs now?</i> <b>A</b> Yes, we will have Suffolk as well as Cambridgeshire and Essex. However, we do not anticipate any major issues.</li> </ul> <p>The Board approved the following resolution: The Board gives approval to proceed with due diligence in respect of a potential transfer of Chilford Hundred Education Trust into Anglian Learning.</p> <p>The outcome of the due diligence process is to be considered at a Board meeting w/c 28 Oct.</p>	<p>Board meeting date to be set w/c 28 Oct</p>
<b>8.</b>	<b>Horizon Scanning: MAT benefits, challenges and functions</b>	
	<p>An Ofsted paper entitled "Multi-academy trusts: benefits, challenges and functions" had been circulated. The document examines how MAT central vision and approaches influence day-to-day practice in schools, and to what extent they are having a positive or otherwise impact on the work of leaders and teachers in the schools that Ofsted inspects.</p>	

	<p>JC suggested questions that Trustees might consider in regard to Anglian Learning.  DC circulated a summary of strategic documentation. This information has been shared with LGB Chairs and HTs.  <b>Q How do we assess how well LGBs are operating?</b>  <b>A</b> There are a number of ways the Trust can assess LGB effectiveness including Academy Performance Summary, risk registers, quality assurance of minutes and by TLT attendance at LGB meetings. A review of governance is being established with a pilot at Bassingbourn VC</p>	KJ to email questions to Trustees
<b>9.</b>	<b>Finance</b>	
	<ul style="list-style-type: none"> <li>• <b>Report from Finance Committee</b>  Changes to AFH – summary of changes &amp; actions put in place  Update on SCA – progressing well though concerns around variances.</li> <li>• <b>Management accounts</b>  P11 overall £22k deficit against £183k deficit budgeted.  Significant movements from P10 – P11 around Netherhall due to staffing budgets and the way the school sports partnership has been presented.  P12 – current position more positive.</li> <li>• <b>External Audit report</b>  Received by Trustees</li> <li>• <b>Annual Pay award</b>  Pay review body has recommended a 2.75% increase. 2% has been built into AL budgets already. The additional 0.75% will be funded by a central government grant. The Finance committee recommend approval.  The award was approved unanimously by the Trust Board.</li> </ul>	
<b>10.</b>	<b>Governance</b>	
	<ul style="list-style-type: none"> <li>• <b>Committee membership</b>  All Trustees will need to sit on more than 1 committee. The Chair will discuss and agree individually after the meeting.  The new Audit committee will elect the Chair at their first meeting.  CL will approach JFAN and CHET to discuss their current Trustees applying to join the AL Trust Board. Particular skills that would be advantageous are in finance, procurement and legal. Recruitment would be via the usual process.</li> <li>• <b>LGB appointments</b>  Rachel Calder was approved as a new Governor at Netherhall  It was agreed that further information was required for the two proposed candidates at Fen Ditton before approval for their appointments could be granted.  Trustees discussed the need to be clear with LGBs regarding expectations.</li> <li>• <b>LGB Handbook</b>  The updated version had been circulated and was approved.</li> </ul>	<p>Committee list to be circulated with the minutes</p> <p>Approval to be completed by email</p> <p>Review at R&amp;G</p>
<b>11.</b>	<b>Policies</b>	
	<ul style="list-style-type: none"> <li>• <b>Complaints</b></li> </ul>	

	<p>This policy has been revised and guidance documents added for parents and HTs.</p> <ul style="list-style-type: none"> <li>• <b>Safeguarding</b> Revised. Distributed to all schools to be adapted to suit local context.</li> <li>• <b>Medical Needs &amp; First Aid</b> New Trust policy. To be distributed to all schools to be adapted to suit local context. Can replace or work alongside any existing school policy.</li> <li>• <b>Cover</b> New Trust policy.</li> </ul> <p>All policies were approved</p>	
<b>12.</b>	<b>AOB</b>	
	None	
<b>13.</b>	<b>Date time and venue of next meeting</b>	
	Tue 17 Dec 8am at Bottisham VC	
	Meeting ended at 10.30am	

Items for Future Meetings	
Meeting	Item
<b>Trust Board</b>	<ul style="list-style-type: none"> <li>• RM to be invited to a future Board meeting to discuss cyber threats</li> <li>• Behaviour and exclusions will be a future Board item</li> </ul>
<b>R&amp;G</b>	<ul style="list-style-type: none"> <li>• Review LGB Handbook</li> </ul>

Action Log				
ITEM	ACTION	DEADLINE	RESPONSIBILITY	UPDATE
7	Board meeting date to be set w/c 28 Oct	asap	KJ	
8	Email questions to Trustees for Ofsted MAT paper	With minutes	KJ	
9	Circulate committees list	With minutes	KJ	
10	Approval of Fen Ditton governors to be completed by email	With minutes	KJ	