

**PUBLIC**

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Company Number: 07462885



## **WAKEFIELD CITY ACADEMIES TRUST**

### **MINUTES OF BOARD MEETING**

**2 November 2016**

#### **Present:**

John Hargreaves, (JH) Chair, Director and Member  
Eileen Bleasdale, (EB) Director and Academy Ambassador  
Brent Fitzpatrick, (BF) Director  
Tim Gold, (TG) Director and Academy Ambassador  
David Gurney, (DG) Director Member and Academy Ambassador  
Samia Hussain, (SH) Director and Academy Ambassador  
Curtis Wilson, (CW) Director

#### **By Invitation:**

Rob Allsop, (RA) Regional Director of Education (RDE)  
Anne Butel, (AB) Regional Director of Education (RDE)  
Mike Ramsay, (MR) Interim Chief Executive Officer (iCEO)  
Dan Styles, (DS) Trust Improvement Partner (TIP) Assessment, Curriculum & Outcomes  
Claire Thomas, (CT) Governance and Compliance Officer (GCO)

Clare Attwood, (CA) Clerk to the Board of Directors

#### ***The meeting commenced at 17.10pm***

<b>1.</b>	<b>Welcome, Introductions &amp; Apologies</b>	<b>ACTION</b>
1.1	A quorum being present, the Chair declared the meeting open. The Chair welcomed everyone to the meeting and introductions were made for the benefit of all attendees.	
1.2	Apologies were received and accepted from Frank Suttie (Member), Terence Mulready and Natalie Robinson.	
<b>2.</b>	<b>Declaration of Interests &amp; Updates</b>	
2.1	There were no declarations of interest.	

2.2	Directors, who had not done so already, were asked to complete the Register of Interests (ROI) form in order to satisfy compliance and requirements by EFA.	<b>All to note</b>
<b>3.</b>	<b>Correspondence &amp; Media</b>	
3.1	The Yorkshire Post and an IT magazine media articles regarding Whistleblowing were discussed. Mazars, as part of the Trust's supplier review, had been asked to look at several contracts and the F & GP Committee were undertaking a similar activity; both to check compliance with the Scheme of Delegation (SoD) and Value policy.	<b>F &amp; GP Committee</b>
3.2	A discussion took place regarding Media requests and Whistleblowing. The Chair informed the Board that a PR statement had been prepared to support the Trust. It stated that based on independent external scrutiny that the Trust was satisfied relative to the procurement process that was undertaken by the previous Board.	
3.3	<b>Q:</b> Has the IT magazine publication been written in connection with the Yorkshire Post article? <b>A:</b> No, it was from an anonymous source.	
3.4	The Chair informed the Board that a conversation had taken place with the Trust's PR consultant, re; the accuracy of articles and that subsequently the Trust's PR consultant had further conversations with various media sources reminding them they had to be sure of the information intended for publication.	
3.5	<b>Q:</b> The Trust has Whistleblowing and Grievance policies. Has a grievance been raised before this comment was given to the magazine? <b>A:</b> No.	
3.6	The Chair referred to procurement procedures within the Trust. The current management assured the Chair that future procurement processes would be robust, open and transparent.	
<b>4.</b>	<b>Minutes and Matters Arising from the Board meeting held on 5 September 2016</b>	
4.1	The minutes were agreed as an accurate record of the meeting and were signed by the Chair of the Board.	
<b>5.</b>	<b>Finance and General Purpose Committee Update</b>	
5.1	The Chair of the Committee gave an update of the meeting, including the following points:	
5.2	<ul style="list-style-type: none"> <li>a) Discussions had taken place with John Beevers (JB), Trust Finance Director (TFD), regarding the way the budget was presented,</li> <li>b) Concerns were raised regarding delays in receiving financial reports for Committee meetings which resulted in the Finance &amp; General Purpose Committee not being able to react quickly,</li> </ul>	

	<p>c) A Finance pilot was being run with 6 Academies, which would be rolled out Trust wide, with an expected completion date of February/March 2017,</p> <p>d) Cash flow was being managed and cash reserves were confirmed to be in place,</p> <p>e) Finance information had been requested on a 14-day turnaround, quarterly quality assured information would be received,</p> <p>f) Benchmarking of purchase orders over a month had been undertaken.</p>	
5.3	<p><b>Q:</b> Are Academies fully co-operating with information requests?  <b>A:</b> The majority of Academies co-operate. The TFD is working closely with Academies to confirm but we do need to pick up the pace on full compliance.</p>	
5.4	<p><b>Q:</b> There's a large swing shift from a deficit to positive figures. How confident is the Trust that these are robust figures?  <b>A:</b> Yes, we are confident. The F &amp; GP Committee meets monthly to undertake robust monitoring. Figures can be closely monitored as the Committee has an in-depth awareness of those Academies, for example, that some 50% are full and the future plans to raise capacity and increase income.</p>	<b>Chair/ F &amp; GP Comm</b>
5.5	<p>It was clarified that previous budget measurements assumed 100% occupancy. It was noted that the risks had been flagged. The Chair commented that he had challenged Academies to attract more pupils. The shortfall equated to approximately £10m of GAG and associated funding.</p>	
5.6	<p><b>Q:</b> How do we analyse the numbers projected for future Academy population? Will this affect staffing numbers and curriculum delivery?  <b>A:</b> Yes, we do need to undertake more forward planning and analysis. However, it is difficult to predict due to the demographics of each Academy which can affect budgets significantly. However, the admission numbers will be known which supports monitoring. The pupil numbers in two Academies has dropped significantly and more information would benefit the Board to understand this.</p> <p>The Chair of the Committee was thanked for his substantial feedback.</p>	<b>All to note</b>
<b>6.</b>	<b>HR Standards &amp; Curriculum Committee Update</b>	
6.1	<p>The Chair of the Committee gave an update of the meetings held on 27 September and 18 October. A confidential discussion took place in relation to the iCEO's pay and benefits.</p> <p>The Chair of the Committee was thanked for his feedback.</p>	
<b>7.</b>	<b>Risk &amp; Audit Committee</b>	
7.1	<p>The Chair of the Committee gave an update of the latest meeting including the following points:</p> <p>a) Review of the Academies Financial Handbook,  b) JB to send the Handbook to all Academies and asked to confirm they have</p>	<b>Chair/JB</b>

	<p>read and will comply,</p> <p>c) Mazars audit was likely to identify non-compliance and acknowledge it was early in the professional relationship of a newly formed Board,</p> <p>d) Controls reports had been shared. 15 out of 19 Academies where internal controls had been looked at, core risks had been identified in all areas except finance. Largely, there were poor controls across the board.</p> <p>It was noted that the Audit Report was due at the end of November 2016.</p>	
7.2	A suggestion was made to appoint two sets of auditors to address internal and external factors. Based upon previous experience of a Director this had proven good practice. No decision was made on this.	<b>TG</b>
7.3	<p>It was noted that another member was needed for the Audit &amp; Risk Committee.</p> <p>The Chair of the Committee was thanked for his substantial feedback.</p>	<b>All to note</b>
<b>8.</b>	<b>Education and Academy Reports – RDEs/ACO/iCEO</b>	
8.1	The Chair welcomed Mike Ramsay (iCEO), Anne Butel (RDE), Rob Allsop (RDE), Dan Styles (ACO/TIP) to the meeting.	
8.2	<p><b>Dan Styles, (DS) Trust Improvement Partner</b>, introduced his role and presented from a booklet provided to the Board; including the following:</p> <p>a) Aims,</p> <p>b) Actions already implemented,</p> <p>c) Next steps.</p> <p>DS outlined the standardised assessment at KSI, 2 and 3, marking and the quality assurance and moderation of marking leading to more informed decisions and planning. The accuracy of marking would be linked to staff appraisals.</p>	
8.3	<p><b>Q:</b> When predicting within the year are student outcomes accurate?</p> <p><b>A:</b> The process should show progress gaps sooner and informed decisions can be made at an earlier part in the year. Interventions can be put in earlier if standards are slipping.</p>	
8.4	A discussion took place regarding Curriculum Frameworks and what primary and secondary Academies were measured on and who would create schemes of work. DS confirmed that specialist teachers, proven specialists in their fields, would undertake this work. Members of Senior Leadership Teams (SLT) would use the pupil outcomes to report back to the Trust. The Board raised questions regarding the outcomes based on the data provided and given earlier in the presentation. DS responded confirming that the “roll out” was 5 weeks earlier, a short time after he’d taken up the post of TIP. The Chair noted that intervention points needed to be put in place earlier as individual students were not achieving the required levels of progress.	
8.4.1	The Board received an overview of outcomes at the secondary Academies. The	<b>All to note</b>

	Board awaited the Trust's strategy on improving standards.	
8.5	Questions were raised regarding the performance of KS4 pupils. DS reported results were varied. The question was raised regarding capability of leadership and the Board were reassured that the core team was working closely with the schools to raise standards of leadership. It was acknowledged that the appraisal process was now more robust.	<b>All to note</b>
8.6	The Board stressed the importance of delivery and expectations of performance and discussed the rationale behind improvements in underperforming Academies using the FFT20 and FFT50 scores.	
8.7	It was noted that the HR, Standards and Curriculum Committee needed to fully understand the picture and employ due diligence in the target criteria. This needed reporting to the Board. DS assured the Board that those involved in creating the assessment criteria and guidance had been appointed to their roles based upon successful outcomes over the previous 3 years' service.	<b>HR, Stds &amp; Curr Comm</b>
8.8	<p><b>Q:</b> How quickly will we realise if the system is working? Are there monitoring controls in place?</p> <p><b>A:</b> No, not currently, but ensuring effective moderation is in place and is accurate across the board, then an effective monitoring system can be put in place.</p> <p><b><u>ACTION:</u></b>  <b>Monitoring system to be in place for the December 2017 Board meeting and details to be provided to the HR, Standards and Curriculum meeting on 16 November 2016.</b></p> <p><b>Q:</b> What is the process for Year 11 given the timings of mock exams and forecasting issues from these?</p> <p><b>A:</b> All Academies will undertake mocks, within different time scales, and forecasts will be undertaken from sampling papers. There is an expectation that mocks will be taken in core subjects using the same papers to standardise the scores. The mocks will take place around Christmas 2016. The Board will be supplied with an analysis of the results in the full Board meeting in February 2017. Currently the focus is from Y1 to Y6. The next focus will be Early Years and 6<sup>th</sup> Form.</p>	<p><b>DS</b></p> <p><b>DS/CA</b></p>
8.9	It was confirmed that end of year testing was in place for all year groups in primary Academies to assess pupil progress and make informed, evidenced based, decisions on staff and HT appraisals.	
8.10	The Board was informed that BROP had been inspected and judged inadequate in all areas. Swift action had been taken by the Trust to appoint an Executive Head teacher who was a member of the core team. In addition, an IEC had been established to replace the Local Governing Body (LGB). KS2 schemes of work had been re-written, the Behaviour Policy and Safeguarding procedures had been reviewed and a full review of teaching and learning had taken place.	<b>DS</b> <b>All to note</b>

8.11	<p>DS was thanked for his substantial presentation.</p> <p><b>Anne Butel, (AB) RDE</b>, was invited to present her report of regional Academies from a Trust and Ofsted perspective. A confidential discussion took place in relation to specific Academy matters. AB shared good news of improving Academies, for example, which was as the Trust had predicted; FRES had moved out of category to Requires Improvement (RI) at a recent Ofsted inspection. She explained this was a direct reflection of the school embracing the Trust's ethos and vision and it had only been part of the Trust for 12 months.</p>	<b>All to note HR, Stds &amp; Curr Comm</b>
8.12	<p>Questions were raised about the good practice of peer-to-peer support of which it was reported secondary needed more good practice to be fully embedded. A discussion took place regarding capability of senior leaders in Academies that were not improving of which it was confirmed that no capability or dismissals of senior leaders had taken place in the underperforming Academies. The Board suggested that the Head teachers (HTs) of the Academies should be invited to attend the Board meeting to present an update. The discussion highlighted the importance of rigorous SLT performance management appraisal paperwork/audit trails linked to actual performance of Academies. Using the Appraisals and Standards of Excellence, evidence should be presented to the Board to make decisions on HT appraisals. AB commented on the performance management framework which included two set objectives based around outcomes and curriculum led planning. CPD and pay would be decided at Trust level. AB reported positively on WESP, GOOS and HEAP Academies.</p>	<b>Chair All to note</b>
8.13	<p>A discussion took place regarding disbanding LGBs of underperforming Academies and the Board were informed that this process was currently under review.</p> <p>AB was thanked for her presentation and input.</p>	
8.14	<p><b>Rob Allsop, (RA) RDE</b>, was invited to make his presentation to the Board. RA gave a comprehensive report of several regional Academies and outlined general progress, leadership concerns and pupil progress issues. Following questioning, RA confirmed that Ofsted was due imminently in two Academies and leadership issues had led to staffing problems in other Academies. Compliance was also a risk that had been highlighted and external reviews had been recommended.</p>	
8.15	<p>A confidential discussion took place in relation to specific Academy matters. RA reported positively on YEWP, MEXS and MORP Academies.</p> <p>RA was thanked for his presentation and input.</p>	<b>All to note</b>
9 - 11	<b>iCEO report Month End Review, Finance System Harmonisation Update &amp; Finance Team Update, Structure and Costings</b>	
a)	<p>The Chair welcomed Mike Ramsay, (MR) iCEO, to the meeting. MR began his report by stressing the importance of open lines of communication between the Board and the Executive. In addition, he confirmed that all Academies were firmly aware of the explicit need to improve educational outcomes for all and he was to</p>	<b>Chair/CA All to note</b>

	<p>speak with those who were failing.</p> <p>b) The iCEO and Chair confirmed the meeting with the Regional Schools' Commissioner (RSC) was scheduled for 14 November 2016 and a preparation meeting needed to take place before. Several Directors offered to attend the meeting.</p> <p>c) The iCEO outlined positive outcomes in Academies and noted current investigations in two Academies.</p> <p><b>RESOLUTION:</b>  <b>The iCEO to be invited to attend future meetings, Committees and the Board meetings.</b></p> <p>d) A confidential discussion took place regarding HR matters.</p> <p>e) The iCEO proposed to centralise the finance function. The current pilot was underway and the iCEO was seeking delegated authority to take the programme forward. It was envisaged that the process would be completed by February 2017. The existing cost and projected cost savings because of the centralisation were shared.</p> <p><b>RESOLUTION:</b>  <b>To proceed with the centralisation of finance services, which will be completed, subject to implementation of software by March 2017; and that as part of the programme, a Chief Finance Officer be appointed to manage the implementation.</b></p> <p>f) It was noted that the SoD was currently under review and would be shared at a meeting of the Chairs of the LGBs on 23 November 2016. The timeline of the review was discussed.</p> <p>g) The draft Strategic Plan had been shared. The iCEO reported that the finalised version would be published on the Trust's website.</p> <p>h) The latest position regarding C and D Cleaning was discussed. The iCEO outlined the discussions that had taken place and confirmed that there was dispute with the union. The Chair stated that the contract with WCAT was valued at £106k and would need to be re-negotiated.</p> <p>The Chair thanked the iCEO for his reports and input.</p>	<p><b>Chair/CA</b></p> <p><b>Chair/CA</b></p> <p><b>Chair</b> <b>All to note</b></p>
<b>12.</b>	<b>UAK Update</b>	
12.1	<p>The Key Dial Report was shared and the Board was waiting for feedback regarding queries PFI from Bradford Council. Given all variables, it would breakeven financially. The Board were informed that most pupils on roll had chosen UAK as their first choice, which was positive. The Board awaits a presentation from the Executive when all the requested information is to hand.</p>	<b>All to note</b>

<b>13.</b>	<b>EFA Response</b>	
13.1	The Chair had sent a response to the EFA on 24 October 2016. He would provide a further update in January 2017.	<b>Chair All to note</b>
<b>14.</b>	<b>Dates for Future Meetings</b>	
14.1	<p>The next meeting is scheduled for w/b 12 December 2016 and will incorporate the AGM.</p> <p>The Committee meetings are to be scheduled for 15/16/17 of the month.</p> <p>There being no further business, the Chair declared the meeting closed.</p> <p><b>The meeting closed at 21:10pm.</b></p>	

Signed by Chair .....

Date .....