



**Minutes of the Diverse Academies Trust Board Meeting held 7<sup>th</sup> October 2020  
at 5.00pm via Microsoft teams.**

<b>Trustee name</b>	<b>Initials</b>	A = absence
Mr Mike Quigley MBE (Chair)	MQ	
Mr John Rolph	JR	
Mrs M Blore	MB	
Mr Ian Storey	IS	Joined at 5.06 pm left at 6.54pm
Mr P Mabbott	PM	Joined at 5.15pm left at 6.30pm
Mr David Schwarz	DS	
Miss Catherine Burn BEM	CB	

In attendance: [staff or other invited persons]

<b>Staff name</b>	<b>Initials</b>	<b>Role</b>	A = Absence
Dave Cotton	DC	Chief Executive officer & Accounting Officer	
Victoria Williams	VW	Head of Marketing and Communications	
Jenni Harrison Hill	JHH	Company Secretary & Clerk to Board of trustees	

<b>Item No</b>	<b>Item</b>	<b>Action/ by who/when</b>
<b>DAT/ 08/2021</b> Agenda item 1	<b>Appoint Chair</b> <b>Trustees nominated M Quigley to be reappointed as chair.</b>	
<b>DAT/09/2021</b>	<b>Apologies for absence</b> No apologies for absence were received. I Storey and P Mabbott had given notice that they would be delayed in joining the meeting and would need to leave prior to the end of the meeting.	
Agenda item 2 <b>DAT/10/2021</b>	<b>Declaration of interest and any changes to be advised</b> There were no declarations of interest, either direct or indirect, for any items of business on the agenda.	
Agenda item 6 (part of) <b>DAT/11/2021</b>	<b>This item was taken out of agenda order to allow for presentation by V Williams.</b> Document: <i>Vision, Mission and Values Board update 07/10/2020</i> was received by the board. D Cotton informed trustees since the presentation during the board meeting held 17 <sup>th</sup> June 2020, the marketing team have been carrying out extensive consultation with stakeholders to further develop the vision and values statements, assessing language and key words. <i>I storey joined the meeting 17.06</i>	

	<p>Discussion took place regarding the wordings used. V Williams explained that the mission statement is trying to describe breath of offer and the essence of how it is important to work together to have an impact on the diverse community and those who learn with the trust and work with the trust.</p> <p>A <b>trustee commented</b> that this was felt to be a powerful and relevant set of statements.</p> <p><b>Trustee Question:</b> With regards to the mission statement, developing wellbeing and go beyond aspirations, are these statements in the context of while children are within our care, or broader than that?</p> <p>Response: Those consulted were keen to reflect the wider scope within our student's enrichment and life skills set, within the context of the learning environment, but also trying to encapsulate the breath.</p> <p>'Go beyond'- all educators want to inspire, to enable students to go beyond their aspirations, regardless of social mobility and deprivation.</p> <p>P Mabbott joined the meeting at 17.19</p> <p>A <b>trustee commented</b> that the vision and values are clear and striking, the mission is a lot more discursive, and questioned if it could be shorter.</p> <p>V Williams explained that the mission statement sets out what the organisation does and how it achieves this, the mission statement should not be viewed in isolation, and aims to provide a better understanding of what it means and how it can be interpreted locally, they are not a totality of how need to embed this and communicate with staff, the trust are trying to be aspirational in our statements.</p> <p>A <b>trustee commented</b> that having heard the explanation, fully support the mission statement as many young people set a ceiling on their own potential which should not be there.</p> <p>A <b>trustee commented</b> that having attended a presentation on difference between vision and values this is exactly right.</p> <p>A <b>trustee commented</b> that the vision, mission and values talks to our audience, community, parents and workforce. It is a very clear mission, and appropriate language, for the time we are living in.</p> <p><b>Trustee Question:</b> Will there be a transitional phase to get this embedded?</p> <p>Response: D Cotton explained that this will now be rolled out across the organisation, clarifying what this means and how to define success within the vision, mission and values and improvement priorities, short, medium and long term where the board can hold executives to account. Once the vision, mission and values are agreed then can start to agree strategic objectives and defining success as the next phase.</p> <p><b>Trustees approved</b> the vision and values. All agreed.</p> <p>V Williams left the meeting 5.27pm</p>	
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<p>Agenda item 3 DAT/12/2021</p>	<p><b>Minutes of the extraordinary meeting dated 26<sup>th</sup> August 2020</b>  <b>Minutes of the meeting dated 15<sup>th</sup> July 2020</b>  The minutes of the meeting, having previously been received were agreed by the chair.</p>	
<p>Agenda item 4 DAT/13/2021</p>	<p><b>Matters Arising:</b></p> <ul style="list-style-type: none"> <li>• <b>Board Trust Meeting matters arising 05/02/2020</b> <ul style="list-style-type: none"> <li>○ <b>DAT/042/1920</b> – Annual Delivery Plan allocation to committees.  <i>Action: To review allocation of ADP objectives at a future date.</i>  Discussed under Agenda item 6</li> <li>○ <b>DAT/042/1920 -2.</b> Trustees to look at avenues for further recruitment &amp; recommended timescales -take forward  Two applications have been received from applicants interested in governance, recruitment is currently difficult due to Covid-19 restrictions, the Chair is currently in correspondence with them both, but meetings will need to wait until in person meetings can be arranged.  Still unable to meet, being discussed at Governance and Partnership meetings.</li> <li>○ <b>DAT/042/1920</b> – 4. Trustees to complete online Safeguarding and GDPR training by end of academic year  <i>Action: Trustees are working towards completing these courses.</i>  M Blore experienced access issues gaining permission to carry out the training, this is being resolved to allow completion.  I Storey renewal training date has now become due for safeguarding, will be carried out in due course.  M Blore and D Schwarz attended the Safeguarding in Education update session on 15<sup>th</sup> September 2020 from P Knight - Executive Principal, Personal Development, Behaviour Welfare, and Safeguarding.</li> </ul> </li> <li>• <b>Board Trust Meeting matters arising 15/07/2020</b> <ul style="list-style-type: none"> <li>○ <b>DAT/125/1920 agenda item 7 Local Academy Committee</b>  Local Academy Committee members to be called Governors  <i>Action: Clerk to inform Head of Governance</i>  This item has been actioned.</li> <li>○ <b>DAT/126/1920 agenda item 7 Scheme of Delegation (SoD)</b>  <b>Action:</b> Trustees requested clarity on who the Board are responsible for appointing from Head of Governance.  <b>Action:</b> Trustees to make comments on draft SoD to Head of Governance.  <b>Action:</b> SoD to be an agenda item on August meeting  <b>Action:</b> Document to not be shared with Chairs of Local Academy Committees Chairs until draft approved by Board  These items have been actioned.</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>• <b>Board extraordinary Trust Meeting matters arising 26/08/2020</b> <ul style="list-style-type: none"> <li>○ <b>DAT/04/2021 Review of Scheme of Delegation (SoD)</b> Members to discuss terms of reference on next members meeting for SoD <i>Action: Clerk to add to Members meeting agenda</i> Members are meeting on the 2<sup>nd</sup> November; this is an agenda item.</li> <li>○ <b>Action:</b> A Elway will make all amendments to SoD as discussed, and circulate to Trustees for final agreement via email, once agreement confirmed A Elway will then distribute to the chairs of academy committees.</li> <li>○ <b>Action:</b> A Elway will update the list of Trustees and Governors affected by the changes to Terms of Office following the implementation of agreed changes.</li> <li>○ <b>Action:</b> The Governance &amp; Partnership committee will review this document throughout the year as an agenda item to check how this is operating. This has been completed by Governance and partnership committee.</li> <li>○ <b>DAT/05/2121 Agenda item 5 Policies for approval</b> Abbreviations used in policies to be written out in full in the first instance followed by abbreviations in brackets. <b>Action:</b> Clerk to inform policy checker Completed Summary and key messages to precede detail in policies <b>Action:</b> D Cotton to feedback to policy owners Completed.</li> </ul> </li> </ul>	
<p>Agenda item 5 <b>DAT/14/2021</b></p> <p><b>DAT/15/2021</b></p>	<p><b>Chief Executive Officers items:</b> <b>Chief Executive Officer report</b> <i>Document: Chief Executive Officer (CEO) Board report September 2020 was received by the committee.</i> D Cotton's asked the board if they agreed with the structure of the CEO report, reporting executive summaries for the 4 key areas of governance for the Trust Board, as a template for the future CEO reports, and if there were any questions on the content. <b>Trustees confirmed</b> they agreed the structure to provide informative oversight and enable challenge and questions.</p> <p><b>Annual Delivery Plan 19/20</b> <b>Strategic Objectives / Annual Delivery Plan 20/21</b> <i>Document: ADP 2019-2020 Evaluation summary report was received by the board.</i> Document: Strategic objectives 2020-2021 was received by the board. D Cotton explained that within the Annual Delivery Plan 19/20 evaluation- some actions had changed due to Covid-19. Trustees were asked if they had any questions concerning the document. <b>Trustee comment</b> the Annual Delivery Plan 19/20 has 118 success criteria, need a format which is simpler. Response: There are 4 key areas of responsibility for governance for the board, clarity of vision, educational performance, financial</p>	

performance, and stakeholder engagement suggest link back objectives assigned to specific committees.

**Strategic Objective 1 – Trust Board**

To improve the clarity and alignment of the trusts vision, ethos and strategic direction so as to improve the consistency and quality in the educational provision

**Strategic Objective 2- Standards and Outcomes committee**

To improve outcomes for all pupils so they achieve their full potential by developing leadership alongside an aspirational curriculum that allows flexible implantation using the best online technologies

**Strategic Objective 3 – Finance and Resources committee**

To develop greater financial flexibility and agility in order to be able to respond to changing improvement needs and to adjust to future cost pressures

**Strategic Objective 4 – Governance and partnership Committee**

To develop a greater understanding of all stakeholder and wider community views in order to help shape and improve schools within the Trust

D Cotton explained that the strategic objectives link to the delivery of vision, mission and values, and annual delivery plan with milestones set out for Autumn, Spring and Summer term and success criteria reported.

D cotton explained that below the four key objectives will be a number of improvement strands across trust academies improvement objectives, and trust enabling objectives at a local level for example: leadership development at academy level.

**Trustee Question:** Suggest the trust board have 3 key indicators for each of those 4 key governance strategic objectives for key determinants of achievement to ensure manageable for scrutiny at top level.

**Trustee comment:** Requires very simplistic organisational objectives, and below that within senior leadership, having stretching elements, leaving the overall arching objectives which trustees are there to support executive with.

**Trustee Question:** Agree with the 4 key strategic objectives, what is the timescale for these and if long term what is the measure for how well achieving those objectives?

Response: Individual board committees will work with senior executives to determine milestones, and reporting structures. Possible that wording of objectives may change over time, but certainly be at least a year in place. Success criteria one year then reviewed year 2 and 3, objectives will be reviewed to ensure still appropriate but still based on the 4 key areas of governance.

**Trustee comment:** The use of language 'To develop greater financial flexibility' would prefer 'to achieve financial health' as greater could be a very small improvement from benchmarking, Response: Committees can spend more time on wording of each objective, if agree with structure then committees can fine detail the wording.

**Trustee Question:** What time frame sits with the strategic plan in terms of delivery?

<p><b>DAT/16/2021</b></p> <p><b>DAT/17/2021</b></p>	<p>Response: Starting with vision, mission and values expect to be in place for 3 to 5 years as minimum, strategic objectives 3 years with objectives and milestones over that term, in academies more yearly objectives but vision, mission and values would not change.</p> <p><b>Trustee comment:</b> Can set a plan every year for minimum standards but a bold plan would be to set a plan to achieve certain standards in 5 years to be ambitious to stretch the team and grow.</p> <p><b>Trustees agreed</b> the strategic objectives and board committees developing the templates of reporting and milestones to be agreed for Annual Delivery Plan.</p> <p><b>Confidential Item: National Church of England Academy Trust (NCEAT) Update</b></p> <p>This item was deemed confidential and was recorded in the confidential minutes.</p> <p><b>Teaching School Hub</b></p> <p>The current format of Teaching schools is being expired, and a regional approach introduced. The trust sits in the East Midlands and Humber region; to apply to become a Teaching School criterion has to be met. There are currently three trusts within the region who meet the criteria.</p> <p>One option is for all 3 trusts to submit bids to compete against each other or collaborate. Discussions have taken place and agreed for a collaborative bid. Submission of the bid will be the end of October 2020.</p>	
<p>Agenda item 7</p> <p><b>DAT/18/2021</b></p>	<p><b>Committee Meeting Update from Chairs</b></p> <p><b>7.1 Finance and Resources committee update &amp; Budget and Policies approved (30/09/2020)</b></p> <ul style="list-style-type: none"> <li>- Budget submitted to EFSA for current year was shared with the Board prior to submission.</li> <li>- Cashflow associated with budget for current year was discussed and no concerns arising.</li> <li>- 19/20 Budget based on projected outturn for last year is likely to exceed outturn predicted for last year.</li> <li>- In process of approving Charging and Remissions policy, Capability policy, Staff Grievance policy, Pay and Reward policy.</li> <li>- Letter from E Milner about high level salaries over 100k, a response is being drafted.</li> </ul> <p><b>Action:</b> letter to be circulated to board.</p> <ul style="list-style-type: none"> <li>- Salaries and pay and conditions approved inflation award, 2.75% for all staff, but restricted for those on salaries above L23 above 2.75% of fixed sums as maintains differentials.</li> <li>- Agreed to commence audit tender process for 21/22 onwards. Timeline for this depends on presentations as face to face are preferred.</li> <li>- Formally approved the Academies Financial Handbook 1.37 <i>The CFO and their finance staff must be appropriately qualified and/or experienced.</i> Required to look at skills and qualifications – committee agreed adequate to run function and no issues.</li> </ul>	<p><b>JHH</b></p>

<p><b>DAT/19/2021</b></p>	<p><b>7.2 Standards and Outcomes committee update &amp; policies approved (23/09/2020)</b></p> <ul style="list-style-type: none"> <li>- D Schwarz was appointed as chair effective from 7/10/2020</li> <li>- Approved Anti-bullying policy, and Exclusion policy. The committee received the safeguarding amended policy for information, but this is a later agenda item for approval.</li> <li>- Board sent letter to all staff expressing appreciation for work during lockdown, wanted board to send message to recognise work</li> <li>- Risks: due to challenge of staff absence and impact, pupil absence and ongoing impact on pupil curriculum and learning.</li> </ul> <p>P Mabbott left the meeting 6.30pm</p> <ul style="list-style-type: none"> <li>- Risk: lack of clarity over next exam cycle</li> <li>- Mocks planned for November to ensure baseline information.</li> <li>- Catch up funding planning is taking place for how it will be utilised; it was highlighted to the committee how important IT is for supporting this.</li> <li>- Info on new school improvement toolkit – greater emphasis on providing support that academies need and focusing on holding executive principals to account, the summary provides vital information for trustees.</li> <li>- M Blore was thanked for her work as chair of the committee.</li> </ul>
<p><b>DAT/20/2021</b></p>	<p><b>7.3 Governance and Partnership committee update &amp; policies approved (16/09/2020)</b></p> <ul style="list-style-type: none"> <li>- <b><u>Confidential:</u> Regional Schools Commissioner sponsorship</b> This item was deemed confidential and was recorded in the confidential minutes.</li> <li>- <b><u>Confidential item:</u> Tuxford complaint - letter from EFSA</b> This item was deemed confidential and was recorded within the confidential minutes.</li> </ul>
<p><b>DAT/21/2021</b></p>	<p><b>7.4 A&amp;R Covid-19 report to board</b></p> <p>Document: Covid update report 18/9/2020 was received by the board.</p> <p>Document: Covid update report 02/10/20 was received by the board. The reports are produced on a fortnightly basis.</p> <p>Risks remain well managed, the high risks are related to social distance measure in areas, and public transport, which schools have less control over but is being monitored.</p> <p>The report does not include Covid impact risks discussed at Standards and Outcomes committee meetings, but are now integrating Covid reporting into overall risk reporting to include the wider risks such as impact on curriculum and teaching and learning.</p> <p>I Storey left the meeting at 6.54pm</p>
<p>Agenda item 8</p>	<p><b>Statutory Updates, Changes to legal documents and Companies House filing</b></p>
<p><b>DAT/22/2021</b></p>	<p><b>Academies Financial Handbook 2020 – ‘Musts’</b></p> <p>Document: <i>Academies Financial handbook 2020 changes and musts summary</i> was received by the board.</p>

<p><b>DAT/23/2021</b></p> <p><b>DAT/24/2021</b></p>	<p>The document will be annotated with compliance and brought back to the meeting for review.  <b>Action:</b> Bring musts summary with compliance comments for review.</p> <p><b>Confidential Item: Written Resolution: Hillocks conversion</b>  This item was deemed confidential and was recorded within the confidential minutes.</p> <p><b>Confidential item: Heads of Terms (HoT) approval for Hucknall Sixth Form Centre (HSFC)</b>  This item was deemed confidential and was recorded within the confidential minutes.</p>	<p><b>JHH</b></p>
<p>Agenda item 9  <b>DAT/25/2021</b></p>	<p><b>Annual Requirements</b></p> <ul style="list-style-type: none"> <li>• <b>Action:</b> Next meeting need to review risk register.</li> <li>• <b>Action:</b> Next meeting review declarations published by Board.</li> </ul>	<p><b>JHH</b></p>
<p>Agenda item 10  <b>DAT/26/2021</b></p> <p><b>DAT/27/2021</b></p> <p><b>DAT/28/2021</b></p>	<p><b>Trustee items:</b></p> <ul style="list-style-type: none"> <li>• <b>Final Scheme of Delegation approval</b>  Trustees <b>approved</b> via email the final version of the Scheme of Delegation.</li> <li>• <b>Approve joint Academy Committee for Thrumpton Primary and Bracken Lane Primary</b>  Trustees <b>approved</b> merger of committees.</li> <li>• Following EFSA Letter re Tuxford – <b>Safeguarding and Child protection policy and concerns and complaints policy</b> were updated  Updated polices were <b>approved</b> by trustees.</li> </ul>	
<p>Agenda Item 12  <b>DAT/29/2021</b></p>	<p><b>Determination of confidentiality of business Equality Act consideration Nolan Principles</b></p> <p>Trustees considered whether anything discussed during the meeting should be deemed as confidential. It was resolved:</p> <ul style="list-style-type: none"> <li>- Item discussed within agenda item 6 <b>DAT/16/2021</b>, should remain confidential to attendees and Board Trustees.</li> <li>- Two items discussed within agenda item 7 <b>DAT/20/2021</b>, should remain confidential to attendees and Board Trustees.</li> <li>- Item discussed within agenda item 8 <b>DAT/23/2021</b>, should remain confidential to attendees and Board Trustees.</li> <li>- Item discussed within agenda item 8 <b>DAT/24/2021</b>, should remain confidential to attendees and Board Trustees.</li> <li>- There had been no Equality Act implications</li> <li>- Attendees were content that all decisions made adhere to the seven Nolan principles.</li> </ul>	
<p>Agenda item 13  <b>DAT/30/2021</b></p>	<p><b>Date and time of next meeting:</b> Wednesday 9th December 5.00pm, Microsoft Teams</p>	
	<p>The meeting closed at 7.02pm</p> <p>Signed.....(chair) Date.....</p>	