



The Active Learning Trust  
ACTIVE LEARNERS • ACTIVE LEADERS • ACTIVE CITIZENS

**MEETING OF THE BOARD OF DIRECTORS  
OF THE ACTIVE LEARNING TRUST  
*held on Thursday 7<sup>th</sup> April 2022  
1pm via online Video-link***

# MINUTES

Trustees & Members  
Present:

Mr J. Beswick	Mr C. Bush
Mr S. Chamberlain (CEO)	Mrs J. Cutchey
Mr R. Dool (Chair)	Ms M. Lloyd
Ms S. Myers	Mrs C. Quinn
Ms R. Weaver BEM	

Officers Present:

Mr C. D’Cunha	Mr D. Hilton
Ms E. Hammond	Mrs K. Jarvis
Mr C. Paskell	

THE KEY DECISIONS AND RECOMMENDATIONS OF THE MEETING ARE SUMMARISED BELOW	
DECISION	Approval of H&S policy statement
DECISION	Risk Register to be split and considered by committees in future
DECISION	H&S Audits to be considered by Audit committee in future
RECOMMENDATION	

# MINUTES

## 1. APOLOGIES FOR ABSENCE, NOTICE & QUORUM

1.1. Apologies for absence had been received prior to the meeting from Ms Adams, Mr Kerr, Mr Singh and Mr Stickleby.

1.2. Apologies were accepted.

## 2. DECLARATIONS OF INTEREST

2.1. No new interests were declared for items on the agenda.

## 3. CHAIR'S ACTIONS

### 3.1. Urgent Actions

Mr Dool informed Trustees that he had received a letter of resignation from Marion Lloyd. Ms Lloyd has stated her intention to resign as a Trustee at the end of the academic year. Mr Dool stated :-

*"It is with deep regret that I must announce Marion has decided to resign as a trustee and board member with effect from the end of this academic year.*

*As one of the founders, she is steeped in the traditions, vision and values of ALT and without her personal vision, commitment, drive and enthusiasm, we would not be here today. That vision we still hold dear today and those values we continue to promote.*

*However, the way in which we operate and deliver has, as I am sure she would agree, changed dramatically over the years and Marion's ability to adapt, address change and ensure we drive forward and continue to focus on improving the outcomes for our children and young people has been a real strength.*

*Personally Marion, you have helped me so much and you will never appreciate just how much I will miss your advice, guidance and support as well as your forthright views – you've never been one to beat about the bush! Your honesty, transparency, knowledge and skills has been crucial to our success. This is I know a view that will be echoed by colleagues right across our Trust.*

*I wish you well with your future ventures and never become a stranger."*

Trustees echoed Mr Dool's assertion that Ms Lloyd will be greatly missed.

Mr Dool informed Trustees that he had undertaken two Chair's Actions since the last meeting:

**3.1a. Acceptance of Uncapped Indemnities in ESS SIMS Contract.** Mr Dool explained it was necessary to approve that ALT proceed with the procurement process alongside the collective action organised through Stone King to ensure schools have a functioning, operational MIS in place.

3.2b. **Additional cost of SCA fire alarm works at Kingsfield Primary School.** Mr Dool explained that he had approved the increased spend of SCA, from £50k to £63,735, to ensure that the works could be carried out during the Easter break as scheduled.

### **3.2. Verbal report on school visits**

Mr Dool reported that he was unable to carry out the planned schools visits in Ipswich due to contracting Covid. These are being rescheduled for May 2022.

## **4. MINUTES OF THE PREVIOUS MEETING HELD ON 10<sup>th</sup> FEBRUARY 2022**

4.1. The minutes of the meeting held on 10<sup>th</sup> February 2022 were agreed as a true record, with no technical corrections.

4.2. **Matters Arising:** Mr Chamberlain informed Trustees that he would be re-issuing strategic links once Committee Chairs had been confirmed. Mr Dool reminded those present that Chairs are needed for the Quality of Education Committee and the Finance Committee, in addition to a need to appoint a Vice-Chair for September following the resignation of Ms Lloyd.

## **5. BOARD COMMITTEES**

Mr Dool stated that he believed the committee structure was working well, with robust challenge being achieved. Chairs of committees agreed, noting that the committees give Trustees the opportunity to raise concerns and plan strategically.

5.1. Trustees noted the minutes of the Finance committee held on 10<sup>th</sup> February 2022 and received verbal feedback on the meeting held on the morning of 7<sup>th</sup> April 2022 (although the meeting was not quorate). It was noted that the Trust finances are in a good position and well managed. He added that the central budget is now reported in a similar format to schools' budgets.

5.2. Trustees noted the minutes of the Audit committee held on 10<sup>th</sup> February 2022 and received verbal feedback on the meeting held on the morning of 7<sup>th</sup> April 2022. Mr Beswick asked Trustees to note that membership of the Audit committee is low, leading to the meeting not being quorate.

5.3. Trustees noted the minutes of the Quality of Education committee meeting held on 10<sup>th</sup> March 2022. Mr Bush stated that this is an effective committee that supports the work of the Trust Strategic Plan. He added that he and Mr Chamberlain will be meeting to work on trustee strategic links.

5.4. Trustees noted the minutes of the Safeguarding Committee meeting held on 10<sup>th</sup> March 2022. Mrs Cutchey explained that this committee was able to challenge safeguarding across the Trust and felt reassured that ongoing work supports schools effectively.

## **6. CEO'S REPORT & MID YEAR REVIEW**

6.1. Trustees confirmed they had received and reviewed the CEO report prior to the meeting. Mr Chamberlain took Trustees through his report, highlighting the following:

Ofsted profiles for all schools were presented based on either Section 5 or Section 8 inspections up to February 2022. These included the outcome from the last Ofsted inspections and an improvement profile chart showing 70% of schools have improved since joining the Trust.

Mr Chamberlain informed Trustees of schools that have been inspected in recent weeks, with final reports pending.

The current position of individual schools were discussed.

- Hillside, Kingsfield and Burrowmoor are considered by the Education Team to be moving
- Ravensmere is graded as outstanding, but has not been inspected since 2010
- Strong schools, that have not received numerous complaints, are unlikely to be inspected in the short term.
- Pakefield Primary School has been inspected this academic year and secured a good outcome.
- Neale-Wade Academy (RI) and LECA (to be announced) have both been inspected
- The draft report for Westwood Primary School shows that the school has secured a good outcome. Congratulations were passed to Mrs Cutchey, who is Chair of Governors at Westwood and Grove Primary Schools, Mrs Aldous, headteacher, and the rest of the school staff. Mr Hilton said that the work on wrapping the team around the subject was highly praised. He added that work with Grove Primary School was key in evidencing this. Mrs Aldous is supporting staff at Kingsfield and Burrowmoor with a similar model.

Mr Dool expressed his extreme disappointment over LECA. He asked what lessons have been learned.

Mr Chamberlain asked Trustees to note that Highfield Littleport Academy had also been inspected recently and, whilst the actual report had not been received, the result was a different picture. He added that this proved that the Trust is capable of securing a strong result for a new school. Mr Dool acknowledged this, and congratulated HLA staff

Mr Chamberlain shared a series of slides that made note of the circumstances at LECA. It was agreed that the slides will be distributed in their entirety to Trustees

Mr Chamberlain concluded his report on LECA by informing Trustees that the Ofsted Strategic Improvement Plan has been started and he will be working on this with the new principal when she starts after Easter.

Mrs Myers stated that it is recognised nationally that good leaders are becoming disillusioned and are leaving the teaching professions. She praised the ALT initiatives that support heads well-being and retention.

Ms Lloyd asked at what point the Trust needed to have stepped in. She added that she is supportive of the plan going forward. Mr Chamberlain outlined the timescales from November 2019 to September 2021, which included two periods of closure/home learning and the support afforded to the previous principal. He explained the systems introduced Lockdown has made it difficult to embed systems and structures or to move on leaderships issues quickly.

Mr Dool commended the plans going forward, and acknowledged the expertise of the central team Mr Chamberlain reiterated the view that the monitoring and support from the Education Team gives the Trust an accurate picture of each school.

Whilst acknowledging the view that plans are in place to secure strong leadership, Mrs Cutchey asked what the milestones will be, and who will be accountable. Mr Chamberlain replied that the Ofsted Statement of Action will show this information, but the CEO remains accountable. He added that the view of the lead inspector was that the Trust knows what needs doing and has employed the correct tools to do it.

Mr Dool concluded the debate by reminding Trustees of the Improvement Profile data that states that, if inspections due are carried out, the Trust could be in a position by the end of the year where 90% of schools are good or better. He added that the key to this is making sure we have strong leadership in place. Mr Chamberlain agree.

## **7. ASSISTANT CEO'S REPORT**

7.1. Mr D'Cunha presented on the ALT Learning Commission. Following his power-point presentation, a lively discussion followed with the following points highlighted:

- Copies of the Power Point will be provided to Trustees so they can access the live links within.
- Three conferences have been held, with a range of secondary students that have the ability to share and communicate coming together with themes of metacognition and self-regulation, reading comprehension strategies and Oracy interventions.
- 100 plus students have been involved in the conferences, with other pupils back in schools.
- Ms Myers welcomes the initiative, and suggested that future thought be given to creating learning cycles to enable accountability structures.
- Mr Bush stated that he was looking forward to hearing about how the project moved forward as he can see that it has the fabric and structure to facilitate change.
- Mr Dool echoed the thoughts of other Trustees by saying that the Commission is exciting and he would like representatives to have the opportunity to speak to Trustees in the future.
- Ms Weaver asked for clarification that all young people have the opportunity to engage. Mr D'Cunha replied that, at present, it involves 120 students across four secondary school, with the aim of starting with a small group which can be rolled out in schools. The impact will be when teachers improve practices based on feedback. He confirmed that no students are excluded from the metacognition element as all students take part in self-regulation activities in form time. The aim is to extend numbers and diversity.
- Mr D'Cunha informed all present that the next time the Commission will meet is 5<sup>th</sup> July, and all would be welcome to attend.

Mr D'Cunha was thanked for his informative report.

## **8. STRATEGY DAY: 26<sup>TH</sup> MAY 2022**

Mr Dool explained that despite availability for 26<sup>th</sup> May being mixed, it has been decided to go ahead with the Strategy Day. It will be particularly useful for new Trustees, and all will have the opportunity to review the Trust strategic plan. A venue in London will be secured and there will be input from executive heads. More information will follow.

Ms Weaver asked if there would be an opportunity to take part virtually. This will be investigated, but if it is not possible the sessions will be recorded.

## **9. RISK REGISTER**

All Trustees confirmed that they had had the opportunity to review the risk register prior to the meeting. The register, and how risks are assessed termly by ELT, was explained. With the exception of a minor amendment relating to deaths in the community, the risk register was accepted as presented.

It was agreed that the risks will be split and presented to relevant committees in future for more detailed consideration.

## **10. POLICIES AND STATUTORY DOCUMENTS**

### **10.1. Policies & Statutory Documents**

Mrs Jarvis asked Trustees to approve the Trust Policy Statement for Health & Safety. She explained that this is supported by Health & Safety policies in each school.

Trustees approved the Statement, with the amendment of 'volunteers' being added to the list of stakeholders as recommended by Ms Weaver.

### **10.2. Health & Safety Report, including Audits**

Mrs Jarvis referred to the report on Health & Safety actions throughout the Trust, which has been circulated prior to the meeting. The report covered three areas:

- a) The addition of Health & Safety Officers to the central team and their role in supporting schools
- b) The Handsam system for recording health & safety actions throughout the Trust, included schools of concern and what is being done to improve scores.
- c) The annual programme of health & safety audits carried out by external auditors. This included plans to analyse the reports in their entirety to identify areas of weakness so that training sessions can be scheduled to address shortfalls.

It was agreed that health & safety audit reports will be presented to the Audit Committee in future.

### **10.3. Information Governance Report**

Trustees noted the content of the report from the Trust's Data Protection Officer and noted the work being undertaken in this area across all schools.

## **10. TIMES & DATES OF FUTURE MEETINGS**

The date of the next meeting was confirmed as Thursday 7<sup>th</sup> July 2022, at 1pm. Trustees were reminded that the Strategy Day remains scheduled for 26<sup>th</sup> May 2022.



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## ACTION POINTS

<b>Agenda Item</b>	<b>Who?</b>	<b>Action</b>	<b>Timeline</b>
3	ALL	Consider Chairs of Committees for next academic year	By next meeting
6	SC	Share LECA Ofsted Statement of Action with Trustees	When available
7	CD/KJ	Learning Commission: Consider date for student input at a future meeting (next academic year).	Schedule before end of summer term
8	RD/SC/KJ	Work on detail for strategic day 26 <sup>th</sup> May and advise trustees.	ASAP
9	KJ	Amend risk register to reflect death of a member of the community	ASAP
9	KJ	Split risk register into relevant sections for committee consideration	ASAP
10	KJ	Amend H&S Policy statement to include volunteers in stakeholder list	ASAP