



Swift Academies

Success will inspire future triumphs

Board of Directors
2pm, Friday 22 March 2019

The Rydal Academy, Rydal Road, Darlington

Present:

- **directors**

Keith Bernstone, Derek Bell, Sam Jameson (Chair),
Dean Judson (Chief Executive Officer), Nick Rees, Rita Rees,
Stuart Hargrove, Ian Black

- **also**

John Armitage (Head Teacher, The Rydal Academy),
Nichola Peaker (Head of School, Hurworth School),
Nick Lindsay (Head of School, Longfield Academy)
Andrew Hutton (Trust ICT Manager, Swift Academies)
Sarah Jones (Trust Business Manager, Swift Academies)
Glen Hart (Chief Finance Officer, Swift Academies)
Tracey Curtis (Governance Partner, Avec Partnership)

<u>Item:</u>	<u>Description of discussion:</u>	<u>action by:</u>
1	<p>Welcome, introductions and confirmation quorum present The Governance Partner confirmed that a quorum was present. The Articles of Association for Swift Academies documented that the quorum was any three Trustees, or where greater, any one third (rounded up to a whole number) of the total number of Trustees holding office at the date of the meeting. The quorum for a meeting of the Board of Directors was therefore any three Trustees. Eight (8) Trustees were present.</p>	
2	<p>Apologies for absence and their acceptance No apologies for absence had been received.</p> <p>Directors RESOLVED to note the absence of Jim Marshall.</p>	
3	<p>Notification of items of urgent other business</p> <ul style="list-style-type: none"> • items that the Board of Directors of Swift Academies regard are of sufficient urgency to warrant consideration at the end of the agenda 	

No items of urgent other business were notified.

4

Declarations of personal and pecuniary interests

a) complete/review the Register of Interest

Directors and those present were reminded that they should complete the Register of Interest to declare any relevant business or pecuniary interest and close family relationship between members, directors, Governors and employees. A register should be completed annually and updated during each academic year where circumstances change.

b) to declare any personal or pecuniary interests in any matters arising from the agenda of the current meeting

Directors and those present were reminded that they should declare any personal or pecuniary interest in any matters arising from the agenda of the current meeting. No declarations of interest were received.

c) complete / review Automatic Disqualification Declaration

Directors and those present were informed that the Charity Commission Automatic Disqualification rules had changed with effect from 1 August 2018. New reasons for disqualification included being in contempt of court, being named under particular anti-terrorism legislation or being on the sex offenders register.

d) Code of Conduct

Directors were reminded that the Board of Directors of Swift Academies had approved a Code of Conduct for Directors in March 2018. The Code of Conduct should be signed by Directors to confirm they will undertake to abide by the code of conduct for Directors across Swift Academies.

Directors RESOLVED that the Register of Interest, Automatic Disqualification declaration and Code of Conduct should be completed as soon as possible and returned to the Governance Partner.

5

Chair's report

a) Action taken

b) Correspondence received

The Chair reported that she had informed the Chief Executive Officer of her intention to resign with effect from the end of Summer Term 2019.

Directors RESOLVED that the information was noted.

6

Election of Chair and Vice-Chair 2019-2020

The Governance Partner sought nominations for the election of a Chair, following the resignation of Sam Jameson, with effect from the point at which the resignation was confirmed. One nomination was received for Derek Bell.

Directors RESOLVED that Derek Bell was elected Chair of the Board of Directors of Swift Academies, for the point the resignation of the current Chair was confirmed.

The Governance Partner sought nominations for the election of a Vice-Chair to the Board of Directors of Swift Academies. One nomination was received for Keith Bernstone.

Directors RESOLVED that Keith Bernstone was elected Vice-Chair of the Board of Directors of Swift Academies, once the term of office for the current Vice-Chair ended.

7 Approval of minutes / matters arising

- Board of Directors of Swift Academies, meeting held on Friday 14 December 2018
Draft minutes of the Board of Directors' meeting of Swift Academies held on Friday 14 December 2018 had been circulated to Directors prior to the meeting. A copy would be retained on file.

Directors RESOLVED that the minutes of the Board of Directors' meeting of Swift Academies held on Friday 14 December 2018 were approved as an accurate record of the meeting and should be signed by the Chair. The Trust Business Manager would retain the approved signed minutes.

Chair /
Trust
Business
Manager

8 Report of delegated duties

Local governing body meetings

- a) The Rydal Academy, Monday 25 February 2019
The Head Teacher, The Rydal Academy provided Directors with an overview of the Local Governing Body meeting held on Monday 25 February 2019.
- b) Longfield Academy, Monday 25 February 2019
The Head of School, Longfield Academy, provided Directors with an overview of the Local Governing Body meeting held on Monday 25 February 2019.
- c) Hurworth School, Tuesday 26 February 2019
The Head of School, Hurworth School, provided Directors with an overview of the Local Governing Body meeting held on Tuesday 26 February 2019.

Finance & Resources Committee

- d) Thursday 28 February 2019
Directors were provided with an overview of the Finance & Resources Committee meeting of Swift Academies held on Thursday 28 February 2019, by the Chair of the committee (Stuart Hargrove).

Standards Committee

- e) Wednesday 27 February 2019
Directors were provided with an overview of the Standards Committee meeting of Swift Academies held on Wednesday 27 February 2019, by the Chair of the committee (Derek Bell).

9 Chief Executive Officer's Report

The Chief Executive Officer's Report had been shared with Directors prior to the meeting. A copy would be retained on file.

The Chief Executive Officer discussed with Directors the content of the circulated report.

The Chief Executive Officer reported that the Central Team were making the transition from a reactive to a pro-active team, and that in addition there had been a period of restructure in terms of personnel. However, the team was reported to be 'settled' and each member had produced their own overarching Action Plan which detail systems and structures that are to be put in place to ensure standardisation and accountability within their specific area of responsibility across the Trust.

Regular meetings take place across the Trust between staff in a number of areas, for instance curriculum planning, attendance, timetabling, exams, target setting, tracking, safeguarding, Special Educational Needs (SEN) and premises. TeachMeet termly meetings are taking place with the Spring Term focus on 'leading from the middle'. De-escalation training had taken place in each of the Trust schools in Autumn Term 2018.

The outcome of a CIF application in December 2018 was anticipated at the end of March 2019. If the bid was successful, work would commence during the summer 2019 break at Hurworth School and Longfield Academy. It was hoped the outcome of the CIF application would be known by the end of February 2019.

It was reported that all schools had an in-year surplus. When staff resignations are received, they are reviewed to identify whether a replacement was required.

An Estates Strategy and Action Plan were being developed which would prioritise short, medium and long-term plans for the maintenance and development of the school premises across Swift Academies. The plan would be presented to the Board of Directors in Spring Term 2019.

Regular development events were held for Members, Directors and Governors. Positive feedback had been received.

The Chief Executive Officer reported that the Trust provides a range of support, services, contracts and Service Level Agreement's to the schools; the Executive Leadership Team are producing a Trust Dividend that would detail these and will be issued to Local Governing Bodies and Directors in Summer Term 2019. Directors were reminded of the additional economies of scale that would be achieved as the Trust grew (5 schools and 3,000 pupils).

Education Development Partner Reports

It was reported that the Education Development Partner would undertake visits to each of the schools across Swift Academies during Summer Term 2019. The Chief Executive Officer and Senior Leadership Team would consider the focus for the Summer Term 2019 visits. Subsequent reports would be shared with the Standards Committee of Swift Academies.

10

Scheme of Delegation (standing item)

The Scheme of Delegation had been shared with Directors prior to the meeting. A copy would be retained on file.

Directors were reminded that the Scheme of Delegation was retained as a standing item on Local Governing Body and Directors meetings and would be reviewed at each meeting to ensure it continued to be fit for purpose.

The Chief Executive Officer reported that the Scheme of Delegation had been reviewed with the following aspects subject to review and approval by Directors:

page 5: Trustees

page 8: Executive Leadership Team

page 13: Code of Conduct

Directors RESOLVED that the content of the Scheme of Delegation was noted.

11

Trust Development Plan (standing item)

The Trust Development Plan had been shared with Directors prior to the meeting. A copy would be retained on file.

Directors' attention was drawn to the priorities for the year ahead contained within the Trust Development Plan. It was reported that discussions continue with other schools interested in becoming members of Swift Academies.

Directors RESOLVED that the content of the Trust Development Plan was noted.

12

Trust Review Letter

The Department for Education letter documenting the Trust Review of Swift Academies had been shared with Directors prior to the meeting. A copy would be retained on file.

The letter confirmed that the Department for Education were content with the performance of Swift Academies to date. The Chief Executive Officer confirmed that conversations continued with other schools interested in becoming part of Swift Academies.

Directors RESOLVED that the content of the Trust Review Letter was noted.

13

Chief Finance Officer's Report & Action Plan

The Chief Finance Officer's Finance Development Plan had been shared with Directors prior to the meeting. A copy would be retained on file.

The Chief Finance Officer reminded Directors that the original 2018-2019 revenue budget had been agreed in Summer Term 2018: the original budget provided for an in-year surplus of £48k.

Based on actual income and expenditure to 31 December 2018, and included all known commitments: an improved position was anticipated.

A budget underspend of £158k was projected which would result in an in-year surplus position of £206k. Reserves across the Trust were predicted at £447k at the end of 2018-2019

The Chief Executive Officer reported that the Integrated Curriculum Led Financial Report had been submitted to the Department for Education and the ESFA and have approved for payment the previously awarded £88,000.

The Chief Finance Officer discussed with Directors the content of the circulated *Finance Development Plan*. Priorities contained in the plan covered short, mid and on-going priorities. Financial procedures are in place with termly internal audit arrangements undertaken by external auditors.

Directors RESOLVED that the Chief Finance Officer's report was noted.

14 **Education & Skills Funding Agency letter to Chairs of Trustees, Chief Executives / Accounting Officers and Chief Financial Officers in academy trust (15 March 2019)**

The Education & Skills Funding Agency letter to Chairs of Trustees, Chief Executives / Accounting Officers and Chief Financial Officers in academy trusts had been shared with Directors prior to the meeting. A copy would be retained on file.

The Chief Finance Officer reported that the content of the letter documented the date by which returns should be submitted and highlighted related party transactions, which require approval by the Education & Skills Funding Agency.

Directors RESOLVED that the content of the Education & Skills Funding Agency letter dated 15 March 2019 was noted.

15 **Trust Business Manager Report & Action Plan**

The Trust Business Manager reported on estate management across the Trust. It was explained that a plan was in place for the management of sites across the Trust with collaborative working established. The Trust Manager had worked closely with Longfield School to order premises files. The outcome of a CIF application in December 2018 was anticipated at the end of March 2019 and if successful would provide funding to replace boilers and the heating system at Longfield School

An application had also been made to SEEF to replace light fittings and associated works at Longfield School and The Rydal Academy. If successful, this would provide for the installation of LED fixtures and lighting throughout the schools.

Health and Safety audits had taken place during Autumn Term 2018 with positive feedback from an external Health and Safety Advisor. Processes have been reviewed with site staff and adjusted where necessary to improve efficiency and effectiveness.

A condition data survey had been completed by surveyors appointed by the Department for Education. A report was expected shortly, and it was hoped the content of the report would support the planning of maintenance and repairs as well as provide reliable information for future CIF applications and CIF bids. The condition survey report would be shared with Directors in due course.

The Trust Business Manager reported that during Autumn Term 2018 there had been a focus on transferring all contract and supplier information to the 'Every' software. This continued to be 'work in progress' as suppliers are added and Service Level Agreements renewed. The Trust was now in a more pro-active position as contracts are combined and efficiencies of the Trust increased. All contracts were reviewed as they come to the expiry of the term and best value and quality are considered carefully.

Directors RESOLVED that the Trust Business Manager's report was noted.

16

Trust ICT Manager Report & Action Plan

The Trust ICT Manager's report and ICT Development Plan had been shared with Directors prior to the meeting. Copies would be retained on file.

Directors' attention was drawn to the circulated ICT Development Plan (2018-2021) which had been approved by Directors in Autumn Term 2018 with short, medium and long-term priorities. Aspects of the plan which had been completed, included:

- ICT equipment, and projector issues addressed at Longfield School: new projectors and sound equipment installed in the main hall at Longfield Academy during the Christmas 2018 break.
- classroom audits at all schools completed to assess the quality of classroom ICT equipment
- merger of Office 365 tenancies
- rationalisation of desktop printers
- review and consolidation of all school and Trust websites: The Trust website had been redesigned and launched in Autumn Term 2018.
- The Rydal Academy website had been redesigned and launched in February 2019. Hurworth School and Longfield Academy websites was work in progress.
- compliance checks on all websites was ongoing
- ICT support ticketing system installed
- e-mail, password and user access controls introduced
- sign-in facility at The Rydal Academy and Hurworth School introduced
- installation of WAN connection between all Trust schools
- quotes had been obtained from telephone suppliers with a view to installing a new Trust wide phone system at Hurworth School and Longfield Academy. This would include a 'lockdown' function.
- ICT contracts and service level agreements merged to provide Trust wide savings, including software licensing and remote support
- installation of Windows 10 in all Trust schools during 2019: this is a large project and would provide cost, security and efficiency savings

- a 'host' server is required at Longfield School which would develop a more robust and stable central network

Directors RESOLVED that the information contained in the circulated ICT Manager's Report, ICT Development Plan and information presented was noted.

17

Standing Items

Risk Registers

- Hurworth School
- Longfield School
- The Rydal Academy
- Swift Academies

Risk Registers, as listed above, had been circulated to Directors prior to the meeting. Copies would be retained on file.

It was reported that Risk Registers had been developed across Swift Academies. Items in red on school Risk Registers were included on the Trust Risk Register. Risks had been identified with mitigation identified in order to reduce the risk.

Directors RESOLVED that the content of the circulated Risk Registers was noted.

18

Feedback from governance events, including trust wide activities, induction, chair and vice-chair events

Directors commented positively on the Director and Governor development sessions held to date. The sessions had also provided 'networking' opportunities.

The Chief Executive Officer confirmed that the next governance development session would take place on Thursday 4 July 2019 from 5pm at Hurworth School.

Directors were informed that termly briefings for staff were to be introduced which would take place at a similar time to meetings of the respective Local Governing Bodies.

Directors RESOLVED that the information was noted.

19

Concluding Items

Any urgent other business raised under item 3

No items of urgent other business had been notified.

20

Approval of documents for inspection

Directors RESOLVED that the agenda, supporting documents and approved minutes to be made available for public inspections, with the exception of any items in respect of personal or confidential details which would be withdrawn.

21

Time, date and venue of future meetings

Directors RESOLVED that the time, date and venue of future meetings were noted:

- 2pm, Friday 12 July 2019 at Hurworth School

These minutes were approved by the Board of Directors of Swift Academies on:

12-7-19 (date)

signature (Chair): Sam Jameson

name: SAM JAMESON

