

Priestley Academy Trust – Trust Board

**Minutes and Actions**

<b>Trust Board/Academy</b>	Trust Board
<b>Date</b>	Monday, 13 July 2020, at 13:30
<b>Venue</b>	Virtual Meeting via Microsoft Teams
<b>Trustees Present (alphabetical)</b>	Javed Ahmed Ros Garside (Chair) Abid Hussain Ashfaq Rahman
<b>Others in attendance</b>	Mathew Atkinson (Head) Emma Hendry (Founder Member) Michael Horrocks (CFO) Lorraine Martin (Head) Bryan Millar (Founder Member) Nadira Mirza (Founder Member) Prof Mark Mon-Williams (Founder Member) Tracey Parry (COO) Nicola Roth (Head) Lisa Simpson (Head) Jane Townend (Head)
<b>Chair</b>	Ros Garside
<b>Clerk to Governors</b>	Charlotte Heap – PAT Clerk and Projects Officer
<b>Papers Circulated</b>	Trust Board Agenda Trust Board Minutes – 23 March 2020 CFO Report AFH 2020 Change Summary Academies Financial Handbook 2020 COO Report Atlas Headteacher’s Report Green Lane Headteacher’s Report Lilycroft Headteacher’s Report Margaret McMillan Headteacher’s Report Westbourne Headteacher’s Report PAT Protocols for Virtual Meetings

The meeting commenced at 13:30.

The Chair opened the meeting and welcomed all attendees and asked for everyone to introduce themselves.

<b>Agenda Item</b>	<b>Minutes including agreements, actions and challenges</b>	<b>Action</b>
51/19	<p><b>Headteachers’ Overview</b></p> <p>The Chair thanked the Headteachers for doing an amazing job and compiling their reports, which are very professional and also moving.</p>	

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<p><b>Atlas</b> The report summarises what it has been like working during COVID-19 and lockdown. The Head could not have done it without the other Heads, whom she thanked. It has brought the Heads closer together working as a group. The children have shown resilience and those who have come back to school have shown a lot of promise, settling back into school life. Staff have visited children the school has been worried about. Staff have been a credit and willing to do anything. Staff have been on a rota and it has been hard for them not to be in school all the time. Being a hub school with Green Lane has also helped to navigate the first few weeks.</p> <p><b>Green Lane</b> The Head would like to thank everyone. The Head has never had a year like it; a fire, Ofsted and COVID-19, it has been a steep learning curve. Work done by staff at home has been very impressive. Safeguarding has continued and nothing has been missed. There have been more referrals. Door step visits have taken place. All 92 Year 6 pupils have been visited and received books and a hoody. The children who have come back have found new ways to get on with each other. Plans for September continue to be creative and adapt to the situation.</p> <p><b>Lilycroft</b> Being in a Trust has helped to manage stress levels and share things. Lilycroft worked with Margaret McMillan who welcomed Lilycroft and this helped to not feel alone. The school communities are different and have responded differently; they were slow to collect homework packs, which improved after Ramadan. WEDUC was not up and running and school was texting. Parents' feedback was good and they liked this so school has not stopped this. Universal Credit numbers have gone up and are having an effect on FSM, which have risen by 22. Year 6 hoodies and Reception packs including books, have been delivered. There have been no issues with staffing; staff have wanted to come in and get on.</p> <p><b>Margaret McMillan</b> There have been many changes and letters to parents have kept changing; this has been a learning curve. The school was designated a hub to begin with linking with Lilycroft and St Cuthberts. All Heads, staff and parents have done an amazing job and there have been good relationships within school. An amazing job has been done with mini buses and food parcels. School has discovered more families are entitled to FSM when preparing food vouchers. Door step visits have shown a high level of need in the community and school has helped people. The Head is proud of what everyone has achieved.</p> <p><b>Westbourne</b> The Head thanked all the Heads for their support and the support from the central team. Thank you to Green Lane and Atlas for the work on food parcels, Atlas for the preparation work and ordering, and for Green Lane and Atlas then working on it together.</p> <p>Westbourne did not join another school, but did have support around them. Thank you to all staff and for those working over the bank holiday and weekends. The</p>	
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	<p>Head is proud of the children, they have done really well. Parents have engaged with WEDUC and have posted what the children have been doing at home and supported other parents. Hoodies have been delivered to Year 6 and Reception have received teddies for transition ready to start in September.</p> <p>All the schools have received grants to run a holiday club during the first three weeks of the summer holiday and the focus is on feeding the children during the summer schools; there will be a COVID-19 response breakfast. Summer work packs are being sent out for children and families to work on at home over summer.</p> <p>The Chair and Trustees thanked all the Heads and their support for each other, and for their continued work and helping education for all the children.</p> <p><b>Trustees asked if there are any major changes to be made for September.</b> Staggered starts for year groups were looked at but as families have children in more than one-year group and parents would be congregating outside, children will come in family groups.</p> <p>MM-W stated there will be a webinar giving guidance on health implications by the director of Public Health, John Wright, and a lead paediatrician, and suggested The Trust should be represented at the meeting. An invitation should have been received by the CEO. MM-W will forward the invitation to the COO to pass on.</p> <p>The Headteachers left the meeting at 14:14.</p>	MM-W COO
52/19	<p><b>Apologies for absence and their acceptance</b></p> <p>Apologies received for Kevin Holland, Sam Keighley and Maggie Smith. Best wishes were offered to Kevin who is now out of hospital.</p> <p>JA commented SK S had not attended a number of FAR Committees and at the last FAR committee it was just himself as MS was not able to attend. The Chair thanked JA for raising this. The Chair and COO will discuss attendance and acceptance of apologies.</p>	Chair COO
53/19	<p><b>Any other business and requests for Agenda order variations</b> <i>(Only items of urgent business will be heard under this item)</i></p> <p>No other business or changes were given.</p>	
54/19	<p><b>Declarations of interest for Items on this Agenda</b></p> <p>No declarations of interested were made.</p>	

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55/19	<p><b>Minutes of the previous meeting held on 23 March 2020</b></p> <p>P3 food parcels were distributed out during lockdown, changing to vouchers later in lockdown and food vouchers will be distributed over summer. P6 The Chair sent a letter.</p> <p>The CFO asked for amendments to be made by the Clerk: P4 – 46/19 2<sup>nd</sup> paragraph, 3<sup>rd</sup> line take out “small” P4 – 46/19 2<sup>nd</sup> paragraph, 5<sup>th</sup> line should read “reserves” not resources P6 – 47/19 3<sup>rd</sup> paragraph, 1<sup>st</sup> line should read “5%” not 2%</p>	Clerk (done 21 July 2020)
56/19	<p><b>Matters arising from the Minutes not elsewhere on the Agenda</b> No matters arising.</p>	
57/19	<p><b>Chairs Correspondence and Actions</b> There was no correspondence or actions to report.</p> <p>The Chair had contact with the CEO at least weekly until he went into hospital, and has had updates from the CFO and COO.</p>	
58/19	<p><b>Strategic Decisions / Discussions</b></p> <p><b>The Priestley Academy Trust Update including comments from the Founder Members</b> Founder Members circulated a report during the meeting. Founder Members thanked everyone for all the help across The Trust and conversations with the Chair. Communication across The Trust has improved.</p> <p><b>Point 4: It was questioned if collaborative work could be done with another Trust in Bradford as there are strong links with Exceed through EH, where learning could be shared and add value.</b> Exceed has seven settings; five primary schools, one multi aged school and two high schools.</p> <p>Point 5: JA will further discuss with the Chair and CFO regarding the governor’s financial email.</p> <p>Point 7: Founder Members will work with the Board to look at the gaps in children’s learning due to the COVID-19 lockdown and help where they can. MA has been successful in securing the position of Director of Learning and during his presentation discussed the short, medium- and long-term expectations and how to close the disadvantaged attainment gap. The Board will meet with MA again to further discuss. MA will also step up in the CEO’s absence as Deputy.</p>	Action  JA, Chair CFO
59/19	<p><b>Planning for September</b> Discussed with the Headteachers’ reports.</p>	

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60/19	<p><b>Succession Planning including Board, Founder Members and Schools</b> Covered in Item 58/19, MA appointed as the new Director of Learning and Deputy in The Trust. Therefore, opportunities have been created within The Trust, and can support other schools to join The Trust. Retention is good and part of succession planning and driving change in educational standards.</p> <p><b>The CFO asked that as the Accounting Officer is the CEO, who will sign off the accounts during his absence, and who will prepare the Trustees Report.</b> The Chair and Trustees will help prepare the report with the information from the Headteachers' reports to support the CEO on his return.</p> <p>Founder Members agreed the succession planning had been very successful, and The Trust Board had a strong level of skills. However, there is potential as there is a Founder Member short, to develop and encourage people in this area. MA, as the CEO's Deputy, will cover as Accounting Officer, together with the COO and her knowledge of The Trust.</p>	
61/19	<p><b>Accountability and Monitoring</b></p> <p><b>CFO Report including impact of COVID-19</b> The school budgets were covered at the last Trust Board meeting and will be put forwarded as adopted in March. However, there has been one significant change to Green Lane. The deficit of £172,000 has changed due to the staff changes of £300,000 being implemented and due to unforeseen staffing changes the saving was higher than forecast at £472,000. The current forecast for 2020/21 is now a surplus of £379,192. The Head is confident the school has the staff needed and has the flexibility to add to this as required.</p> <p>Two schools have been awarded CIF bids, Lilycroft has been awarded £310,000 and Westbourne awarded £424,000. Only seven schools in Bradford were awarded this year and two of these were to The Trust.</p> <p>There are two main changes to the updated Academies Financial Handbook. Firstly, the internal audits cannot be done by the external auditor. Therefore, The Trust needs to appoint an internal auditor. Secondly, The Trust must officially appoint a Clerk to The Board. Charlotte has taken on that role.</p> <p>The Founder Members commented the audit cycle would have to go out to tender. The Finance Committee needs resilience. Attendance needs to be looked at; how to strengthen the gap and encourage attendance. Audit Committee is to be added to the next Trust Board Agenda.</p> <p>AR offered to support and attend the FAR Committee.</p> <p><b>Trustees asked how Green Lane could secure such high reserves.</b> A staffing restructure took place because of budget. This was achieved by implementing curriculum-led financial planning and addressing pupil teacher ratio.</p>	<p>Board to appoint internal auditor</p> <p>Clerk (done 21 July 2020)</p>

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	<p><b>Founder Members asked if this is sustainable going forward.</b> It is uncertain going forward 2/3 years what government funding will look like and what the annual grant will look like, as well as pupil numbers and demographics.</p> <p><b>The Chair questioned why other schools recorded an in-year deficit.</b> Atlas are drawing down on reserves as the school has invested in ICT and staffing due to the Ofsted inspection. All the schools have reserves.</p> <p>The Trust finance package five-year contact with PSF ends this year. The renewal price is £9,000 per year and the option to go to a cloud-based system would give an increase of £4,771. The system is not user friendly and the support is not good, therefore. The CFO has looked at three other packages: Sage, Access and Xero. Xero is a business accounting package; however, there are various functions it does not do and if only part of an order arrives the order has to be cancelled in the system and re-entered. It would only work if there were more staff in the central team. The CFO bought a trial licence for a month.</p> <p>Access is more user friendly and Sage is similar. However, following negotiation the price of Access has been reduced significantly from £8,000 to £6,200 and is the preferred option.</p> <p><b>The Trustees asked if Access has been tested at other trusts.</b> There are other trusts in Bradford and nationally that use Access.</p> <p><b>The Chair asked what the position was with making a decision.</b> The CFO proposed moving from PSF to Access Financials with a three-year contract starting 1 September 2020. The two systems would run for the year end, using PSF to finish the financial year, and staff would be trained late September on the new system.</p> <p><b>The Chair endorsed the move and Trustees approved moving to Access Financials.</b></p>	
62/19	<p><b>COO Report</b> A lot of work has been done over lockdown and staff have worked at home, but there have been no breaches. Staff have been asked to remain vigilant with laptops locking them at all times.</p> <p>There have been no Health and Safety injuries since the last report.</p> <p>There has been one complaint report in March regarding attendance issues. A home visit has been done and a response letter sent to parents and this has not escalated further.</p> <p>The service level agreement will continue with Fusion HR as they have experience of trusts. It would not be good to move providers at this time; therefore, a three-year contract has been signed.</p>	

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	<p>Marketing leaflets have been produced to increase pupil numbers. Websites have been produced. Lilycroft's website is being prepared now and it is hoped the design will be approved and can go live for September.</p> <p>The Voice Over IP telephone system means the telephone can be answered from anywhere using a laptop, telephone or mobile app. The system will lead to savings across The Trust with a three-year contract, however the cooling off period is coming to an end. The installation can be deferred for three months but needs to be completed by 14 February 2021 as one of the school's contract comes to an end. A purchase order has been done.</p> <p><b>The Chair endorsed the move and Trustees approved.</b></p> <p>Cleaning has been thorough over the last three months due to COVID-19. The new cleaning company started in February and has done lots of training and staff have PPE equipment. Schools will be deep cleaned over summer. The Estates Manager will liaise with staff to make sure schools can be accessed for the deep clean.</p>	
63/19	<p><b>Head Teachers' Reports</b></p> <p>The Chair and Vice Chair will take from the Headteachers' reports and speak to MA regarding what support can be given by Born in Bradford and other similar resources drawing on the great expertise of Founder and Board Members. Wellbeing issues come through from the reports and is a strong focus for Born in Bradford. The children have also had limited physical activity. Some schools have increased the opportunity for outdoor learning starting in September.</p> <p>Trustees agreed children will be anxious when they return to school as they will not be used to being in a school environment and many have spoken very little English during lock down. Children will have mental and physical health issues that will need to be addressed including through the Born in Bradford link. It will take time to identify gaps in development, confidence and speaking.</p> <p><b>Trustees asked if there were any inset days at the start of term for further training.</b></p> <p>The COO will look at the school term calendar. The Chair will discuss with MA the use of training days.</p>	<p>Chair / Vice Chair / MA</p> <p>COO Chair</p>
64/19	<p><b>LGB Matters</b></p> <p>No LGB matters arising.</p>	
65/19	<p><b>Buildings – including scheduled works and alterations due to COVID-19</b></p> <p>The Estates Manager and Heads have used this time to have building works undertaken following guide lines and guidance.</p> <p>Atlas has a new ICT suite for pupils and new early years outdoor play area, garden and nurture room for September.</p> <p>Green Lane contractors have a huge project that will take part with Bradford Council and the school needs to do work. The fire doors were part of last year's CIF bid.</p> <p>Lilycroft have had a rotten floor stripped out and replaced, and a new server. The boys' toilets are ongoing.</p>	

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	Westbourne has a new ICT suite, access gates as part of the CIF bid, and new works will begin with the next CIF bid.	
66/19	<p><b>Safeguarding and Health and Safety</b> Schools have kept contact with families who have not been in school and assisting the most vulnerable. Food parcels have gone out from The PAT schools and two hub schools. Staff have updated CPOMS when they have contacted families. It has come up that children are not speaking English and they have only spoken English when a teacher has spoken to them. The schools are running summer schools for the most vulnerable and FSM/PP children.</p> <p>There is an updated version of KCSIE. CH has updated The PAT Safeguarding Policy ready for September.</p> <p>The Chair commented safeguarding was a strong theme throughout the Headteachers' reports and daily updates.</p>	
67/19	<p><b>Other</b></p> <p><b>Initial plans for Summer 2020 (if available)</b> Discussed with the Headteachers' reports.</p>	
68/19	<p><b>Any other business referred from item 53/19</b></p> <p><b>The Chair raised the issue of apprenticeships and people struggling to get work and asked if The Trust could take an apprentice on and offer training.</b> The CFO answered the schools have a number of apprentices. 19 have gone through over the last 2.5 years. 12 have completed and there are seven more on the books for 2020/21. 13 supporting learning in the classroom and 6 doing business administration. The salary is paid out of the school's budget and they require training and management.</p> <p><b>The Chair asked the CFO to do some further work around the government funding scheme and any additional funding.</b></p> <p><b>Trustees asked how The Trust is meeting the needs of early career teachers and what the School Improvement Committee are doing.</b> NQTs and RQTs training needs to be added to the School Improvement Committee Agenda for discussion. They are all accessing early career support.</p>	<p>CFO</p> <p>Clerk (done 21 July 2020)</p>

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69/19	<p><b>Date of next meeting</b></p> <p>The dates of the next Board meetings are: 12 October 2020, 7 December 2020, 18 January 2021, 22 March 2021, 7 June 2021 (possible change to 24 May 2021) and Thursday, 15 July 2021. Meetings to start at 18:00.</p> <p>The Chair thanked everyone, commenting the Heads' reports are very useful and constructive. The meeting closed at 16:06.</p>	
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