

The Priestley Academy Trust – Trust Board

**Minutes and Actions**

<b>Trust Board/Academy</b>	Trust Board
<b>Date</b>	Thursday, 15 July 2021, at 18:00-20:00
<b>Venue</b>	Virtual Meeting via Microsoft Teams
<b>Trustees Present (alphabetical)</b>	Javed Ahmed (JA) Ros Garside (RG) (Chair) Abid Hussain (AH) Ashfaq Rahman (AR) Maggie Smith (MS)
<b>Others in attendance</b>	Mathew Atkinson (MA) – PAT Director of Learning & Achievement Kevin Holland (KH) – PAT CEO Michael Horrocks (MH) – PAT CFO Bryan Millar (BM) – Founder Member Tracey Parry (TP) – PAT COO
<b>Chair</b>	Ros Garside
<b>Clerk to Governors</b>	Charlotte Heap – PAT Clerk and Projects Officer
<b>Papers Circulated</b>	Minutes of previous meeting 24 May 2021 Priestley Academy Trust SoD v6.1 Chair's Actions CEO Report – 15.07.21 3 Year Budgets 2021-22 to 2023-24 CFO Report to FAR 28 June 2021- Part 1 – Budgets CFO Report to FAR 28 June 2021 – Part 2 – Internal Audit Update COO Report – 15.07.21

The meeting commenced at 18:03.

The Chair opened the meeting and welcomed all attendees, especially Bryan Millar as a Founder Member. The Chair reminded those present of the need for all to respect the confidential nature of the meeting, particularly with regard to any voting or confidential items discussed and not to disclose governance business or decisions to others.

<b>Agenda Item</b>	<b>Minutes including agreements, actions and challenges</b>	<b>Action</b>
<b>91/20</b>	<b>Apologies for absence and their acceptance</b> Apologies were received but not accepted from Sam Keighley.	
<b>92/20</b>	<b>Any other business and requests for Agenda order variations</b> <i>(Only items of urgent business will be heard under this item)</i>  There was no other business or requests for order variations.	
<b>93/20</b>	<b>Declarations of interest for Items on this Agenda</b> There were no declarations of interest made.	
<b>94/20</b>	<b>Minutes of the previous meeting</b> The Minutes of the meeting held on 24 May 2021 were approved as a true record. As this was a virtual meeting the minutes were not signed but agreement was made that electronic signatures could be included.	Clerk <i>(Done)</i>

Signed: 

Name: Ros Garside

Date: 18 October 2021

<p><b>95/20</b></p>	<p><b>Matters arising from the Minutes not elsewhere on the Agenda</b></p> <p><b>Item 79/20</b> – The figures in the CEO report have been split into teaching and support staff.</p> <p><b>Item 84/20, p4</b> – AR confirmed he had forwarded the Aim Group information to the DoLA.</p> <p><b>Item 84/20, p5</b> – The DoLA confirmed he has spoken to the Head of Atlas regarding the number of CAF/Early Help referrals. The Head had reported the number of referrals for the academic year, where as the other Heads had reported the number of current referrals. The data to be included in the Head’s Report will be addressed as from September 2021.</p> <p><b>Item 84/20, p6</b> – The DoLA confirmed that an EYFS specialist teacher would give a short presentation at the beginning of the Trust Board meeting to be held on 18 October 2021. The Clerk will invite Governors to attend this presentation virtually.</p> <p><b>Item 86/20</b> – The COO reported that a number of staff have completed the GDPR training. The COO will forward the link to the training to Trustees, Governors and Founder Members. The COO reminded the Trustees that the training needs to be accessed using their PAT email addresses and to contact her if they needed a reminder of their PAT email address or password.</p>	<p>Clerk</p> <p>COO</p>
<p><b>96/20</b></p>	<p><b>Chair’s Correspondence and Actions</b></p> <p>The Chair reported she had written a piece for the staff and parent newsletters regarding the CEO’s retirement. The Chair has written a letter to staff thanking them for their hard work this year.</p>	
<p><b>97/20</b></p>	<p><b>Attendance at Trust Board and LGB meetings from September 2021 (Live and/or virtual)</b></p> <p>The Clerk reported the intention is to hold the first meetings September/October 2021 face to face, but further information will follow before the meetings, due to guidance regarding COVID-19. A mix of face to face and/or virtual meetings will then be offered throughout the academic year.</p> <p>Discussion followed regarding attendance, it was suggested that if someone could not attend in person, they should not be excluded from the dialogue.</p> <p>Trustees suggested that given the difficulty of attendance and wanting to attract new Trustees and Governors, there should be a degree of flexibility. It is better to hold face to face meetings, but there needs to be an option to attend virtually.</p> <p>It was agreed that the Trust Board meetings need to offer the flexibility as Trustees are from different areas, however, Local Governing Board meetings should be held face to face.</p>	
<p><b>98/20</b></p>	<p><b>Scheme of Delegation – addition regarding Chair’s Actions</b></p> <p>The Board agreed the addition of the paragraph regarding Chair’s Actions for the Chair of Trustees to the Scheme of Delegation.</p>	

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<p>99/20</p>	<p><b>CEO Report</b></p> <p><b>Trustees queried the attendance figures.</b> The attendance figures in the CEO report include nursery attendance figures. The report to the School Improvement Committee does not include nursery attendance figures.</p> <p>Trustees agreed the figures are strong compared with national attendance figures. The Trust has done well to get children into school, despite the difficult circumstances.</p> <p><b>Trustees queried the number of staff absences at Margaret McMillan.</b> This is due to the different ways the information has been reported. Some Heads have reported staff absence for the academic year, others have reported the number of staff who are currently absent. Some of the staff reported absent at Margaret McMillan have returned to work. The report should state the number of staff currently off work at the time of reporting and this will be addressed for September 2021.</p> <p><b>Who is responsible centrally for putting this information together?</b> The Heads complete their report, the COO then puts the figures from these reports together in the CEO report centrally. There is no central system to look at staff absences. The new CEO will address this from September 2021.</p> <p><b>What strategies are used for staff returning to work and for their wellbeing? Is there a Trust wide strategy in place?</b> The CEO reported staff attendance has improved over the years, but the Trust needs an ICT tool to draw the data together. The Trust tried to implement this early on when the Trust was developed but schools were not keen on this. The new CEO and the DoLA are aware this needs addressing.</p> <p><b>Can the data be analysed using Arbor?</b> It was agreed this needs to be looked into.</p> <p>Further discussion followed regarding staff absence, it was agreed reporting should include a clear analysis to be able to compare absence across the Trust and the strategies used for people to return to work.</p> <p>Staff training was discussed, as a list of training is reported. However, the Board stated the report needs to detail how the training has made a difference. Why that particular training was done and whether the training was done by one member of staff or the all staff. Training done in one particular school should be offered across the Trust. CPD should be offered to all staff.</p> <p><b>Why is there such a high number of teachers at Margaret McMillan? Why are there more starters than leavers?</b> The Head had a significant carry forward and has used some of this for one off additional staffing on a temporary basis.</p>	<p>CEO/DoLA</p> <p>CEO</p> <p>CEO/DoLA</p> <p>COO</p>
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	<p><b>Are the extra staff linked to closing the gap?</b> The DoLA confirmed the extra teaching staff are linked to closing the gap.</p> <p>The CEO reported that for the next academic year, Year 2 will be split into four classes, instead of three, to give smaller class sizes. The children currently in Year 1 have been most affected as they have been out of school due to the lockdowns during their time in Reception and Year 1. There are not 11 new teachers starting at Margaret McMillan. Some of the new starters are support staff. Some support staff members are tied to children who require support with special needs.</p> <p><b>Discussion followed regarding smaller class sizes and their impact as evidence states that small class sizes do not improve outcomes. Trustees questioned whether all the schools should be offering smaller class sizes. The Board also questioned that given the costs for three extra teacher and on costs, would it not have been better to provide more 1:1 support rather than small class sizes.</b></p> <p>It was agreed that Local Governing Boards need to be providing support and challenge, to focus on what makes a difference, so that Heads are held account for decisions regarding reserves. The Trust Board need to know what the outcomes are and require evidence based on what impact this will have.</p> <p>The CFO stated the Scheme of Delegation does not allow for this as the power is with the LGBs but the responsibility is with the CEO and Trustees. Therefore, the Scheme of Delegation may need to be reviewed. The Scheme of Delegation does not give an option if a Head does not wish to pursue a certain route. The CFO suggested that Heads discuss spending with the DoLA and CFO before coming back to the CFO before implementation. To make sure the reserves are spent on school improvement.</p> <p>The challenge from Local Governing Boards is to be addressed by the new CEO and the DoLA in September 2021.</p> <p><b>The capacity of the leadership team was raised at the School Improvement Committee meeting held on 15 July 2021, as one of the senior leaders at Atlas is on currently on maternity leave.</b></p> <p>The DoLA reported the two Assistant Heads shared a class but due to the maternity leave, the Assistant Head in school has been taken off timetable to support the Head and SEND. The class teaching has been back filled with a part-time teacher.</p> <p>Trustees commented the list of fund-raising activities was very impressive, considering the circumstances during the pandemic.</p> <p>The DoLA stated the Art Zoom sessions held across the Trust had gone very well and the Trust would like to build on this during the next academic year.</p> <p>Two schools have taken part in the JU:MP project and the other three schools will join the project in September 2021. This is a great opportunity for the children coming out of the pandemic, especially as they have not been particularly active. There is a substantial amount of funding attached to the project.</p>	<p>CFO</p> <p>CEO/DoLA</p>
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	<p><b>Trustees asked for an update on school to school support.</b> The DoLA is to share the Ofsted report for Woodfield once it has been finalised.</p> <p>The Trust has been asked to provide ad hoc support to a federation of three schools in North Yorkshire over the last six weeks, which has now ended. The LA have been very pleased with the work that has been done. The DoLA will provide a report to the Trust Board at the meeting to be held in October 2021.</p> <p>The Board thanked the DoLA and the team for their continued work and supporting Woodfield's Ofsted visit.</p>	<p>DoLA</p> <p>DoLA</p>
<p>100/20</p>	<p><b>FAR Committee report, including 3 year budget forecasts 2021/22 to 2023/24</b></p> <p><b>Budgets:</b> JA reported the last FAR Committee meeting was held on 28 June 2021. The school's expenditure was approved for 2020/21, the school budgets for 2021/22 were approved and budget forecasts for the five schools for the next three academic years to 2023/24.</p> <p><b>Was it expected that four out of the five schools would have in-year deficits?</b> The CFO reported that at the beginning of the year some schools set deficit budgets and these have changed throughout the year. Green Lane and Margaret McMillan have substantial reserves of approximately 12-15% of their annual income, which is higher than the Trust's recommendation of 2.5%. Atlas has made some additional expenditure in readiness for their next Ofsted visit. Lilycroft has started to draw down reserves. The position over the next three years looks stable. The draw down of reserves has been planned.</p> <p>JA stated the CFO has updated the budgets throughout the year, therefore, this has been expected.</p> <p><b>What is the view of the CEO and DoLA?</b> The CEO stated the schools are carrying too much forward year on year in reserves. The reserves need to be spent on school improvement. There needs to be a more measured approach going forward.</p> <p><b>What does the ICFP matrix, rather than the reserves, say about the efficiency of the budgets?</b> The CEO stated the Trust is running a balanced budget across the five schools.</p> <p><b>Is there a concern regarding the pupil teacher contact ratio?</b> The CEO stated the CFO goes through this with the Heads. There are different contact ratios in each of the schools for different reasons. For example, Green Lane has two resourced provisions (RPs) and a two-year-old provision. Therefore, more support staff are required at Green Lane, as none of the other schools have these provisions which affects the staff pupil contact ratio. Lilycroft does not have a nursery. The CFO has been asked to look at the figures for Reception to Year 6 for each of the five schools in order to provide a proper comparison.</p>	

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	<p>The two-year-old provision at Green Lane does not make any profit. The two RPs do not bring a monetary value, but they do affect standards and class ratios.</p> <p>The CFO stated it was very difficult to get a consistent view from each school as each school has a different approach which impacts what the ICFP matrix is used for. One school had budget issues, but working with the ICFP matrix the school subsequently addressed the issues. The questions to be asked are what is the impact of the high contact ratio and what alternative has been given up to achieve that ratio.</p> <p>Westbourne has a high proportion of staff who have remained in post over a number of years. Therefore, the staff have continued to go through the threshold and reached their top of their salary structure.</p> <p>JA reported that Green Lane and Margaret McMillan forecast falling role numbers going forward, however, the background to the two schools is very different. Some work is to be done to keep the costs in check.</p> <p><b>BM questioned how some of the schools have a deficit year on year but still have reserves left.</b></p> <p>The CFO stated Green Lane for example, forecasts a small in-year surplus for 2021/22 then in-year deficits for 2022/23 and 2023/24. The cumulative reserves then drop significantly by 2023/24. In each school the impact works through.</p> <p><b>Given that some of the schools have different approaches to managing their budget, how do they use their reserve and the PAT wide reserve?</b></p> <p>The CFO reported the school reserves are not allowed to fall below 2.5%. The PAT reserve is £680,000. The funding is not pooled.</p> <p><b>Audits:</b></p> <p>The finance team have carried out all the recommendations for internal audit visits one and two. Everything is in place and there are no issues.</p> <p>The report from the internal audit visit three will be available for the next FAR Committee meeting to be held on 11 October 2021.</p>	
<p><b>101/20</b></p>	<p><b>SI Committee Report</b></p> <p>AR reported the School Improvement Committee meeting discussed closing the attainment gap. Some schools have taken on additional staffing, some are using recovery sessions before and after school.</p> <p>The meeting discussed reading being part of the link and how to develop reading strategies and Oracy across the Trust.</p> <p>A number of challenging questions were asked, including how the schools can collectively be pulled together. How can what is happening in one school, be applied to the other schools to share good practice across the Trust.</p>	

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	<p>The format of the data to be recorded for the EYFS was discussed. A report will be brought to the next School Improvement Committee meeting to be held on 18 October 2021.</p> <p>Wellbeing for pupils was looked at and how to support parents.</p> <p>The meeting queried how sexual harassment is reported in schools and how schools use CPOMS to report any issues.</p>	DoLA
102/20	<p><b>COO Report</b></p> <p><b>Health and Safety:</b> There have been eight Health and Safety reportable injury forms since the last Trust Board meeting held in May 2021. One of the incidents involved a parent having been aggressive to a member of staff. This has been raised with the Health and Safety Consultants. The parent was given a letter asking them not to attend the school site for a week. The parent has now returned and the issue has been resolved.</p> <p>The damaged gate that caused an injury to a staff member's back has now been repaired and the Health and Safety Consultants are happy with the action taken.</p> <p>A previous reported incident has been reported to HSE but no response has been received from HSE. Therefore, HSE do not feel the incident needed to be reported. The parent has requested CCTV footage, all the paperwork is in place. The parent has since asked to move the child from the school.</p> <p><b>Marketing:</b> Work on the intranet continues. A small number of both experienced and new Governors have agreed to be part of working group to review the site. Once feedback has been received the COO will share this with Trustees and Founder Members.</p> <p>Lilycroft has achieved the School of Sanctuary Award. Westbourne has received the Wellbeing Award. The COO will write a press release regarding the awards.</p> <p>The COO has spoken to one school regarding retweeting posts on Twitter as the comments attached to the post were negative. Staff need to look at the comments attached to a post before re tweeting the post.</p> <p><b>The Board ratified three Trust policies that have been updated: PAT Equality &amp; Diversity Policy v2.0 (updated); PAT Staff Leave of Absence Policy v3.0 (updated by Fusion HR) and PAT Flexible Working Policy v1.0 (new Trust-wide policy). These had previously been approved by email.</b></p> <p><b>Buildings:</b> Green Lane and Margaret McMillan have been successful in obtaining further CIF funding.</p>	<p>COO</p> <p>COO</p>

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	<p>The CEO stated that since the Trust started the schools have received £4,000,000 of CIF funding, which would not have been achieved if the schools were not part of an academy Trust.</p> <p>The CFO stated that after the first round of bids was rejected, the Trust employed a consultant who has helped secure the funding each year.</p>	
<b>103/20</b>	<p><b>Safeguarding and Health &amp; Safety</b> Covered by Item 102/20.</p>	
<b>104/20</b>	<p><b>Founder Members' Feedback</b> BM thanked the Board for inviting him to attend the meeting. BM reported the Founder Members have been engaged in the process of appointing the new CEO. Founder Members then met the new CEO via Teams and it was good to see Michael's vision, and that Kevin's vision and ground work will be taken forward with the same passion.</p> <p>BM has taken part in the appointment of the Trust's external and internal auditors on behalf of the Founder Members.</p> <p>Founder Members are responsible for the appointment of Trustees. Three applicants have been interviewed and two have been recruited. The Chair thanked the DoLA for contacting Academy Ambassadors.</p> <p>The CFO asked BM if he could attend the Board meeting with the accountants at the end of the year. BM confirmed he can attend. He confirmed the Founder Members will attend the Trust Board meetings to be held in December 2021 and July 2022.</p> <p>The Chair thanked BM for attending the meeting as well as thanking the Founder Members for their contribution and support.</p>	
<b>105/20</b>	<p><b>Any other business referred from item 92/20</b> There was not other business to report.</p>	
<b>106/20</b>	<p><b>Goodbyes</b> The Chair thanked Maggie for her support and significant contribution as a Governor to Green Lane and as a Trustee. Stating MS's comments and challenge have been very much appreciated together with the level of experience she has brought to the Board.</p> <p>The Chair and the Trustees extended their thanks to Kevin for everything he has done as CEO of the Trust. Stating all their best wishes for his retirement. Kevin is held in high respect in all of the schools by members of staff and the children. He has helped promote professional development and supported members of staff through their careers. Kevin has values, humanity, integrity and a passion for doing the right thing for the people in the community. He has made a difference to the children and families of Bradford. Kevin has been the vision behind the Trust and has provided a solid foundation. He has always sought to provide the children with the best opportunities.</p>	

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	<p>The CEO thanked the Chair and Trust Board, stating it has been a privilege to work with everyone. There is a great community and it has lots of potential, stating he wished he had started the journey earlier in his career. There are still areas to be developed. All the schools want the parents to be involved. Manningham is now a different place.</p> <p>The Chair thanked everyone on behalf of the Board for their contribution this year.</p>	
<b>107/20</b>	<p><b>Dates of meetings for the next academic year</b> The dates of the next SI Committee meetings are: 18 October 2021, 13 December 2021, 24 January 2022, 28 March 2022, 23 May 2022 and 18 July 2022. Meetings start at 6:00pm.</p> <p>Trustees suggested the Trust Board meetings start at 5:30pm. The Clerk is to contact all attendees in September 2021 to ask what time is most convenient to start the meetings.</p> <p>The Chair thanked everyone and the meeting. The meeting closed at 20:16.</p>	Clerk

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