

The Priestley Academy Trust – Trust Board

Minutes and Actions

Trust Board/Academy	Trust Board Extra Ordinary Meeting
Date	Monday, 13 June 2022, at 18:00-20:00
Venue	PAT Head Office
Trustees Present (alphabetical)	Javed Ahmed (JA) Andrew Bruce (AB) (attended virtually) Ros Garside (RG) (Chair) Abid Hussain (AH) Steve Wadsworth (SW)
Others in attendance	Mathew Atkinson (MA) – Director of Learning and Achievement (DoLA) Michael Horrocks (MH) – Chief Finance Officer (CFO) Michael McCarthy (MMc) – Chief Executive Officer (CEO) Tracey Parry (TP) – Chief Operating Officer (COO)
Chair	Ros Garside
Clerk to Governors	Charlotte Heap – Clerk and Projects Officer
Papers Circulated	Central Team Structure Governance paper

The meeting commenced at 18:15.

The Chair opened the meeting and welcomed all attendees.

Agenda Item	Minutes including agreements, actions and challenges	Action
79/21	Apologies for absence and their acceptance Apologies were received and accepted for Ashfaq Rahman. The Clerk advised the meeting was quorate.	
80/21	Any other business and requests for Agenda order variations There was no other business or changes given.	
81/21	Declarations of interest for Items on this Agenda There were no declarations of interest made.	
82/21	Central Team Structure The CEO reported that the structure is difficult to put on paper as such as there are many variables and parameters to the structure and central services that are needed for growth of the Trust. The CFO has worked on the funding for the next academic year. When a maintained school transfers from the Local Authority (LA) to an academy trust, the land details need to be looked at. Most schools have one land registry title, and the most the DfE have seen is four. Miriam Lord has 60 that were compulsory purchases. These were to be transferred to one land title by the council in the 1980's but this has never been done. The LA will deal with this; however, it could take up to between six months and a year. If the Trust was to do this it could cost up to £40,000. The central team are working with the DfE, solicitors and the LA.	

Signed: 

Name: Ros Garside

Date: 18 July 2022

	<p>For the best interests of the school, pupils and parents, a year is too long and we will try to reduce this. This will impact the funding from Miriam Lord and the transfer date.</p> <p>Unless it will be a full year, Miriam Lord can be brought in for collaboration and to share services in September 2022. This may cost time and/or money, which could result in extra risk. The CEO will keep the Board updated.</p> <p>Do you foresee any major problems? Nothing other than it being time consuming. Some of the land titles could be missing.</p> <p>The COO added that some of the titles have not been registered. Some gardens were increased, but these are on separate titles.</p> <p>The proposal is to grow central team from the current structure to include: clerking support, an apprentice Office Administrator, Finance Administrator, School Improvement Group Lead, two Teaching and Learning Group Leads, an Attendance and Welfare Officer and an external School Improvement Advisor. All contracts will be temporary to minimise risk; except for the Finance Administrator, which is a change of title, and the Attendance and Welfare Officer. The Attendance and Welfare Officer will be a permanent position to put in the strength required.</p> <p>The rationale and reasoning to the new positions and the funding has been highlighted. The CFO has drawn up varying scenarios with and without TCaF funding and funding from Miriam Lord.</p> <p>The DfE have contacted the CEO to ask if the Trust will be putting in a bid. The TCaF funding being applied for is £100,000, but the full amount may not be awarded.</p> <p>When will you know if the funding application has been successful? Between the end of June and mid-July 2022. The DfE will look at the bids all together.</p> <p>Are you hoping to make these appointments for a September 2022 start? The group leaders will be possible. The Attendance and Welfare Officer will have to be interviewed to start after October half term. The apprentice Office Administrator will need to start at the beginning of the new academic year. The external Clerk and School Improvement Advisor have provided costs and can in place for September 2022. It is clear the Government have stated they want strong trusts, but in order to grow the central team needs more capacity.</p> <p>The recommendations are for the Trust Board to: approve the growth of the central team; approve the TCaF grant application for £100,000 to support the growth of the central team and to approve the rationale and parameters depending on the funding circumstances that the CEO and CFO will work within and keep the FAR Committee and Trust Board updated. After three years the structure is not affordable unless the Trust grows.</p> <p>After discussing the three recommendations in turn, the Trust Board unanimously approved the recommendations, providing that the FAR Committee and Trust Board are regularly updated by the CEO and CFO.</p>	CEO
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Signed:



Name: Ros Garside

Date: 18 July 2022

	<p>The Board agreed that a lot of work had been done within the finance aspect of the structure.</p> <p>Once the TCaF funding bid has been approved and the amount is known, the Trust Board will be provided with an update as to what has been decided within the parameters and give an updated plan regarding what may need scaling back to mitigate against any risk.</p> <p>The CFO reported that the proposed structure is fundable until the end of 2023-24. From 2024-25 the structure is not affordable without income as it will reduce the central reserve. The structure relies on one additional school in addition to Miriam Lord being fully on board. A delay with Miriam Lord coming on board will delay the structure. The Trust has three years to grow by one more school.</p> <p>However, one more school on board will mean that the finance team's services will be stretched.</p> <p>In terms of growth, there are three years for the Trust to grow. The CEO reported he has been in discussions with a school who may be interested, who may potentially bring in other schools. The Headteacher of Miriam Lord is speaking to various links. Glusburn Primary School are very keen to work with the Trust for support. Therefore, there are viable links for growth within three years.</p> <p>If an additional school does not join the Trust, and these jobs are temporary, will there be no issues for the structure to return to as it is?</p> <p>The Attendance and Welfare Officer position can be funded from the central reserve until the Trust does grow. This position is vital for the communities that the Trust serves. The central reserve is in the back ground and a rolling central reserve to fund this position for two years.</p> <p>What are the forecasts with and without Miriam Lord?</p> <p>In that event the costs will change.</p> <p>Is the work in Glusburn providing another income?</p> <p>Glusburn have been offered a 'try before you buy' level of support and this would be a formal arrangement between the school and the Trust to be part of the Trust for a year. In the first instance the cost is £10,000 but this will be to cover the CEO, DoLA and team's time, therefore, that is not an income.</p> <p>Apart from the land, is the on-boarding of Miriam Lord set to go?</p> <p>Everything is positive so far. Miriam Lord have helped with internal interviews across the Trust.</p>	
83/21	<p>Chair's Succession Plan</p> <p>The Chair intends to stand down at the end of this academic year, and she will be present for one more Board meeting. Therefore, there will be two vacancies on the Trust Board from September 2022.</p> <p>The CEO stated it has been a pleasure to work with RG. From a Trust point of view, it is Trustees who will have to decide on the next Chair, although a decision was not required at the current meeting, as this was to provide the opportunity for discussion. The central team is happy to work with anyone to build on the exciting future.</p>	

Signed:



Name: Ros Garside

Date: 18 July 2022

	<p>The Chair asked for expressions of interest for the role of Chair, stating the position involved being available by telephone for conversations, booking regular update meetings with the CEO and being able to offer support, as well as chairing the meetings.</p> <p>The Chair did point out that there is currently a Trustee vacancy and the Board could consider bringing in someone new to be Chair. Trust Board members are appointed by the Founder Members. It is good to have challenge and support from a different perspective.</p> <p>It was agreed AR may be interested as he has experience, but in his absence, it was agreed AH will raise this with him and report back to the Clerk, to inform the Board.</p> <p>Trustees are to consider if they are interested in the position of Chair or if they wish to consider the skills or weaknesses of someone external joining the Trust Board as Chair.</p> <p>Is there anyone suitable on the Local Governing Board at Miriam Lord to be a Trustee? There are suitable Governors to be a Trustee in the long term, but not to chair an academy trust board. Chairing a LA governing board is different to chairing an academy trust board. A Trustee position has been kept open to look at their strengths.</p> <p>Whose responsibility is it to appoint Trustees? The Founder Members are responsible for the appointment of Trustees, but previously they have been happy to accept recommendations from the Trust Board. If anyone has someone in mind, it is important to sound them out.</p>	<p>AH / Clerk</p> <p>Trustees</p>
<p>84/21</p>	<p>Governance Paper The Clerk informed Trustees that there are risks in that several governors' term of office are coming to end at Margaret McMillan and Westbourne at once, which will leave these Boards in a weakened position. The recommendation made was to extend their term office for a further term or one or two years. Each Local Governing Board was discussed in turn.</p> <p>Following discussion, it was agreed that any governor whose first term of office is coming to an end will be asked if they would stay for a second term to build experience over time. It was agreed that governors who had completed two terms, their position should be advertised to look outside, before their term is extended in order to increase questioning and challenge. Governors whose term of office is ending are to be offered the opportunity to join another Trust Local Governing Board to fulfil the vacancies. The Clerk is to contact these Governors.</p> <p>Trustees suggested a conversation needs to be held with Headteachers regarding recruitment of Governors. The Clerk is to add this item to the next Trust Headteachers meeting to be held on 24 June 2022.</p> <p>The COO has previously prepared a leaflet regarding looking to become a governor and will update this leaflet.</p> <p>JA suggested that BH, governor on the LGB for Margaret McMillan, may be suitable as a Trustee.</p>	<p>Clerk</p> <p>Clerk (done)</p> <p>COO</p>

Signed:



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	<p>The DoLA requested a one-year extension to the term of office for the Chair at Westbourne as the DoLA has no time to recruit currently to that position due to the leadership changes at Westbourne. The DoLA will look at recruitment for a Chair from September 2022.</p> <p>The Board agreed a one-year extension to the term of office for the Chair of Westbourne's LGB as there has been instability with leadership that was not anticipated.</p> <p>The Chair did offer that if a Local Governing Board was struggling to recruit, she would join a Board for one year.</p> <p>The Clerk is to add election of Chair and Vice Chair of the Trust Board to the next agenda.</p>	Clerk
85/21	<p>Any other business referred from item 88/21</p> <p>There was no urgent business to report.</p>	
86/21	<p>Dates of the next meetings</p> <p>The date of the next Trust Board meeting is:</p> <p>18 July 2022.</p> <p>Meetings to start at 6:00pm.</p> <p>The Chair thanked everyone and for attending the meeting. The meeting closed at 19:28.</p>	

Signed:



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