

The Priestley Academy Trust – Trust Board

Minutes and Actions

Trust Board/Academy	Trust Board
Date	Monday, 23 May 2022, at 18:00-20:00
Venue	PAT Head Office
Trustees Present (alphabetical)	Javed Ahmed (JA) Ros Garside (RG) (Chair) Abid Hussain (AH) Ashfaq Rahman (AR) (attended virtually joined the meeting at 18:06) 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	Minutes of previous meeting 28 March 2022 CEO Report COO Report Governance paper

The meeting commenced at 18:02.

The Chair opened the meeting, and welcomed all attendees.

Agenda Item	Minutes including agreements, actions and challenges	Action
65/21	Apologies for absence and their acceptance Apologies were received and accepted for Andrew Bruce. The Clerk advised the meeting was quorate.	
66/21	Any other business and requests for Agenda order variations There was no other business or changes given.	
67/21	Declarations of interest for Items on this Agenda There were no declarations of interest made.	
68/21	Minutes of the previous meeting The Minutes of the meeting held on 28 March 2022 were approved as a true record subject to the amendments below. Agreement was made that electronic signatures could be included.	Clerk (Done)
69/21	Matters arising from the Minutes not elsewhere on the Agenda Item 53/21 – The CEO confirmed he is to meet with AR in Nottingham to discuss Ofsted, school improvement and sustainability. The strategy session has been rescheduled to 6 June 2022. Item 58/21 – The DoLA reported he has meet with Headteachers regarding MFL to draw up a plan for next year.	

Signed:



Name: Ros Garside

Date: 18 July 2022

	<p>Item 56/21 – The CEO reported the data, and a summary of the school improvement information from the DoLA, will be presented to the Trust Board at the meeting to be held on 18 July 2022.</p> <p>Item 57/21 – JA, as Chair of FAR Committee, reported that during the Risk Register session held prior to the FAR Committee meeting on 16 May 2022 it was found that the Register has points for action but some of these have not been picked up and dealt with in school. Trustees recommended the Risk Register is regularly updated and this must be reviewed. The CEO confirmed he will explain to Headteachers that from a compliance point of view this is part of the audit and needs to be up-to-date.</p> <p>The Chair thanked the CFO for presenting the Risk Register session and providing Trustees with the clarity as to how the Register operates.</p> <p>Item 61/21 – The DoLA confirmed a meeting is to be held on 26 May 2022 to discuss the term of office for the Chair of Governors at Westbourne Primary School.</p>	CEO
70/21	<p>Chair's Correspondence and Actions</p> <p>The Chair reported she has been involved with the Deputy Head interviews at Atlas Community Primary School. The Chair has had catch-up meetings with the CEO and was invited to the Trust Jubilee celebration afternoon on 23 May 2022 at Green Lane Primary School. The Chair stated this was a very good event and the children really enjoyed it. The parents seemed very positive and had a good time.</p> <p>The CEO added the Trust Jubilee celebration had been a real success and thanked TP for all her help to organise the event. The Trust is a family of schools and the celebration was branded as a Trust event. The event was a success with parental involvement and they are very pleased to be back in schools.</p> <p>SW stated he had attended at Atlas and parents said they would like more of these events as they have missed them due to COVID.</p>	
71/21	<p>CEO Report</p> <p>The CEO reported that following the FAR Committee meeting on 16 May 2022 it is important to look at risks. The current risk is the falling pupil intake numbers across the schools. This is a risk for the budget holders as it is difficult to make decisions and looking ahead over the next four years. The CFO has been asked to set the budgets going forward based on the lower pupil numbers and not the predictions. This is the right thing to do.</p> <p>As two Headteachers are leaving, the DoLA will be the Executive Head at Westbourne from September 2022 and at Lilycroft from 1 January 2023. The Headteacher at Westbourne is leaving for family reasons and a plan has been put in place with Trustees for an Executive Head leadership structure to mitigate recruitment and transition. The Headteacher at Lilycroft is retiring. Internal adverts have gone out for two Head of Schools under the DoLA's guidance and Headship.</p> <p>The biggest risk is the Key Stage (KS) 2 SATs and the outcomes from these.</p>	

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The Chair commented that looking at attendance, it is known from the previous data that there are risks.

The CEO reported that across the Trust, attendance was 91.8% for the week beginning 16 May 2022, therefore, attendance is going in the right direction. It is not just Covid that has affected attendance, there have been cases of chicken pox and sickness. Attendance at Margaret McMillan is not as high; however, their structure has changed to include a new Attendance Officer, but this person has only been in post for two weeks.

Trustees queried the contrast between attendance at Margaret McMillan and Green Lane.

Margaret McMillan has had more extended leave and has been hit by more sickness absences. The new attendance person will build up relationships. Staff will look at education on extended leave across the Trust. The DoLA confirmed action has been taken with welfare visits and fines.

What is good at Green Lane that makes their attendance stand out? Is there a common approach across the Trust?

The Central Team is going to look at bringing in a post for attendance to bring together the inclusion work being done, increase consistency and rigour. To make sure parents have what they need to bring their children into school and there are no barriers to uniform or transport. The school improvement groups share ideas.

The schools do very similar things, teachers speak to parents/carers on the doors in the morning and at the end of the day. The schools have breakfast clubs to make sure that pupils have access to food.

Looking at Margaret McMillan their attendance has reduced every year, so something has gone astray over the last three years. Hopefully the person in the new post can build on this.

With the new person in post it is hoped to see a balance at the end of the year. The new central attendance person will work with schools to focus on extended leave and long holidays and what it means educationally to miss so many days education, to give a clear message on the importance of attendance.

Trustees questioned persistent absence.

The reason for persistent absence across the Trust is mainly extended leave. The welfare offer across the Trust will be co-ordinated to assist families to access support and help with access.

Trustees asked for an update on the highlighted safeguarding issue from March 2022 and data.

The COO and team have created a positive handling policy.

In terms of data, the update will come after the data drop on 22 June 2022 and the Year 6 SATs results come out on 5 July 2022. A position paper will be presented to Trustees for the Board meeting on 18 July 2022.

Has there been any progress since the baseline in October 2021?

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	<p>The DoLA reported there are no changes to the new framework. There are less assessments throughout the year, as the new guidance asks for only two assessment drops and moderation.</p> <p>Will there be an update before the end of the year? The DoLA will report to the School Improvement Committee on 18 July 2022.</p> <p>There were a number of questions regarding the consistency of EYFS, has the provision been to achieve accelerated progress? Additional staff are in some schools to support these pupils and there has been a change in provision in Maths with greater expectations. There is more focus on teaching phonics in Reception to meet the standard for Year 1.</p> <p>How has progress been tracked and has there been any moderation? What assessment has been used? There are key performance indicators (KPIs) across the Trust for Maths, Reading and Writing. These will be looked at next year as they are three/four years old. KPIs for Science will be developed next year. There are a couple of moderation sessions a year for Reading, Writing and Maths.</p> <p>How were targets set for KS2? Targets were set following conversations with the Teacher and phase leaders as to where these pupils were and to think about what was achievable.</p> <p>Further discussion followed regarding the targets and Trustees questioned if they were aspirational enough, as there is variation across the schools. The previous data was unknown by the CEO. The Trust has moved to Fischer Families Trust, the national system for data analysis and for schools to set realistic targets.</p> <p>Once the data is received, narrative will be added and this will be presented to the School Improvement Committee on 18 July 2022.</p> <p>Have the schools used the national tutoring programme? Four out of the five schools have used the programme.</p> <p>Has there been a different approach at Atlas as massive gains have been made since December 2021? A teacher has returned from maternity leave. Green Lane has had mobility in Year 6, some pupils have left who would have achieved and some have joined who may not.</p> <p>What additionality has been done? There is only so much resource. Year 6 need support, but some pupils have missed phonics in KS1 and the EYFS. Year 2 pupils have missed everything since Reception, that is harder to put back. The DoLA has been picking this up during his school improvement visits to the schools.</p> <p>The Chair stated the report includes a percentage of those on track, but it would be preferable to include an actual figure as well. Arbor will be used next year to gather the assessment data.</p>	DoLA
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Date: 18 July 2022

	<p>Considering the reserve position and what is being spent on IT, progress and infrastructure, what is the ambitious plan for all year groups to ensure that pupils in the PAT achieve? Is there stretch and challenge? The data says this is low. This is quality of the curriculum and teaching and learning. Taking Green Lane as an example, they are able children and can hold a conversation, but the data is not there. It is about the school, the DoLA and CEO, being forensic about the data and progress and building on this. Headteachers have been told it is not about the unknown; from next year it is about where pupils are, this is what the outcomes are and there are reserves. This is the opportunity to make a difference. The DoLA and CEO will ensure the schools are doing everything they can and the curriculum is improving outcomes for children.</p> <p>How are PP and SEND pupils performing? There is work to be done on the assessment. The assessment system is being changed to give that data. Headteachers will then be asked what is being done to address this. The Trust will build from there to drive progress on.</p> <p>The CEO reported that having attended the Local Governing Board (LGB) meetings, he is proposing a review of governance across the Trust. The review will look at what is working well and what is not working, the terms of reference and how they fall within the Scheme of Delegation.</p> <p>A skills audit will be done to look at finance experience. Some LGBs are stronger than others and they are being asked to look at budgets.</p> <p>The Trust will be asked to adopt the updated Articles of Association when Miriam Lord Primary School joins the Trust. The Trust will need to meet the new requirements.</p> <p>The Chair proposed the Board accepted the recommendation of a governance review, seconded by JA. The Board agreed the recommendations.</p> <p>The CEO is to present the costs and timeline to the Board at the next meeting.</p> <p>The CEO brought to the Trustees' attention a recent change to the senior leadership team at Atlas Community Primary School. The staffing structure originally had two Assistant Heads. Atlas now has one Deputy Head. One Assistant Head was happy to take redundancy.</p> <p>The CEO tabled a diagram at the meeting of a proposed Central Team structure for discussion. The structure included some role name changes and proposed new posts.</p> <p>Following initial discussion, it was agreed an extra ordinary meeting was needed to discuss the proposed structure in more detail. The date agreed was 13 June 2022.</p>	CEO
72/21	<p>FAR Committee Report JA, as Chair of the Committee, reported the Committee discussed investment options. The CFO provided further information regarding Insignis, a platform that gives access to markets for investment. There is no risk if Insignis fails, the money is invested in various banks. The risk would be if a bank failed. After discussion, the Committee agreed to go with Insignis and the CFO will draft an investment policy to be presented at the next meeting.</p>	CFO

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	<p>The budgets for 2021/2022 were discussed. The CFO's view is that most of the schools are on track with no major issues. There are a number of risks in terms of reserves. Margaret McMillan and Lilycroft have planned capital works. However, contractors may not be able to complete the works by the end of the August 2022. Therefore, reserves will be higher but will be carried forward into the following year.</p> <p>There are a lot of cost pressures for 2022/23. Energy costs have gone up and continue to increase and could be double; this has been added to the budgets. It was assumed teaching salaries pay increase would be 3%. However, the Government have decided to move to a minimum starting salary of £30,000, to be implemented over the next two to three years. This will have a significant impact on the budgets.</p> <p>The forecast budgets were prepared based on current pupil numbers, however, pupil roll numbers are falling. Therefore, there could be a significant departure from these budgets with lots of pressure going forward. The falling roll numbers are quite significant at Green Lane and Margert McMillan; the issue is how the Trust copes with this. If numbers do not pick up, these schools may have to consider reducing from three-form entry to two-form entry. Headteachers and leadership teams will address this.</p> <p>The CFO added that If these numbers follow through all the schools will struggle. Schools have started to do five-year forecasts to be able to take any action required within the next 18 months.</p> <p>The Committee approved the quote from W. Parrott Glazing & Joinery Ltd for the Green Lane classroom works.</p> <p>The case for minibuses was discussed. Green Lane has two minibuses and Margaret McMillan have one minibus. Going forward the option is to lease these over a five-year contract. The Committee agreed the lease of the minibuses. The only concern is the lead time of 12 months due to delivery issues.</p> <p>After discussion regarding Weduc, the parent communication and engagement platform, the Committee agreed to the Trust contract renewal.</p> <p>The CFO added that two schools have been awarded CIF bids for capital works, Green Lane and Westbourne. The Trust has done extremely well to get these bids.</p> <p>Did the other schools apply? The CFO confirmed they did, and will look to appeal.</p>	
73/21	<p>COO Report The COO reported one of the key risks is that Green Lane put in a bid for a new hot water boiler. This is going to cost approximately £40,000 and will need to go out to tender.</p> <p>The Health and Safety Policy has been updated with the appropriate amendments following Trustees comments, and is ready for ratification.</p>	

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	<p>There has been one breach since the last meeting. This is not at the level to go to the ICO. A letter regarding attendance was given to the wrong parent. The Headteacher reiterated the importance of careful handing out of documents to parents.</p> <p>Regarding Health and Safety, incidents are reported to the COO if a person has received a bump to the head or an ice pack has been applied. The Health and Safety Consultant looks at all these incidents and has said no further action is required.</p> <p>Trustees queried the incidents at Westbourne, asking if they are better at reporting incidents. Or is there an issue with reporting in the other schools? Lilycroft has a policy where they apply an ice pack to everything. The COO is looking at this to make sure there is consistency with reporting. The form does have remedial action for the school to complete to make sure the Health and Safety Consultant is happy with what the school is doing. There are no concerns.</p> <p>Trustees queried the toilet door incident as it sounded serious. The COO confirmed this sounded worse than it was. The Health and Safety Consultant was happy with the action taken. Pupils had pulled the toilet door.</p> <p>If there was a problem with the toilet door, are the other doors in good condition? The children pulled the door off. Margaret McMillan are looking at the toilets.</p> <p>The COO reported that there has been one school concern at Margaret McMillan. This has now been completed at the initial stage.</p> <p>Five submissions were received for the HR and Payroll tender and these companies will be invited to give a presentation to a working group in June 2022.</p> <p>In terms of marketing, the marketing video for Lilycroft is now live on both The PAT and Lilycroft's websites. Green Lane and Margaret McMillan's videos will be completed by the end of the academic year. Green Lane is in the process of re-branding and is to hold a meeting with designers to look at the options. The COO is supporting with the re-branding. Westbourne has opened a new sensory room and the T&A have agreed to run an article with photographs. The T&A will also write an article on the new library at Margaret McMillan.</p> <p>The winning flag entries for the Trust Jubilee Celebration were displayed as banners in each school and the winners will receive a printed desktop flag to take home.</p> <p>A catering contract review meeting is planned. The various theme days held throughout the academic year have gone really well with pupils.</p> <p>Weekly analysis of IT ticket show that tickets are being responded to in the agreed time and schools receive what they need. This analysis will be available on the intranet for Trustees to view.</p> <p>The IT filtering and monitoring system has detected two level three alerts at Westbourne.</p>	COO
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	<p>The school has acted appropriately to these alerts. Software is on trial at Westbourne which will allow teachers to monitor what pupils are doing in IT suites.</p> <p>The project plan for Miriam Lord is now on stage two of the due diligence. The LA has contacted the COO regarding buildings and contracts. The COO has chased the HR contact regarding TUPE for a timeline to support the school. The formal consultation opened on 10 May 2022 and will close on 17 June 2022. As part of the consultation process, Miriam Lord are holding a drop-in day and the CEO will attend. The COO has had brochures printed to give send to parents.</p>	
74/21	<p>Policies</p> <p>The Health and Safety Policy has been updated appropriately with Trustees comments. JA proposed the ratification of the Health and Safety Policy, seconded by SW.</p> <p>The Board agreed the ratification of the Health and Safety Policy.</p>	
75/21	<p>Safeguarding and Health & Safety</p> <p>It was agreed this was covered by Item 71/21 and 73/21.</p>	
77/21	<p>Governance Paper</p> <p>The Clerk informed Trustees that new parent governors have joined the LGB for Green Lane and Atlas. A new Co-opted governor has joined Westbourne, and a further Co-opted governor will join Green Lane in September 2022.</p> <p>The risk is that several governors' term of office comes to an end at Margaret McMillan and Westbourne, which will leave these Boards in a weakened position.</p>	
78/21	<p>Any other business referred from item 66/21</p> <p>There was no urgent business to report.</p>	
79/21	<p>Dates of the next meetings</p> <p>The dates of the next Trust Board meetings are:</p> <p style="padding-left: 40px;">13 June 2022 and 18 July 2022.</p> <p style="padding-left: 40px;">Meetings to start at 6:00pm.</p> <p>The Chair thanked everyone and for attending the meeting. The meeting closed at 20:02.</p>	

Signed:



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