

ETHOS ACADEMY TRUST
ANNUAL GENERAL MEETING & MEETING OF TRUSTEES
12th December 2019 at 5pm at Reach Academy

Present:	Graham Dewhirst (GD)	Chair
	Jane Acklam (JA)	Trustee
	Andrew Rawson (AR)	Trustee (except items 1, 3, 4 & 5)
	Rob Whitehouse (RW)	Trustee
In Attendance:	Melanie Nightingale (MNI)	Clerk to the Board
	Jayne Foster (JF)	CEO
	Gillian Hughes (GH)	Member (items 1-5)
	Tracy Jackson (TJ)	CFO
	Jonathan Davis (JD)	Saffery Champness (item 2 only)

Item	Action
1	
Welcome, Apologies & Declaration of Interests	
<p>Apologies were received from Lorraine Absolon, Victoria del Giudice, Charles Haygarth, Marcus Newby and Brigid Tullie. As Vice Chair, Graham Dewhirst agreed to chair the meeting in VDG's absence and welcomed everyone to the meeting.</p> <p>GD declared a potential interest relating to the proposed internal auditors (see item 4). There were no other declarations of interest for this agenda.</p> <p>It was noted that this would have been Marcus Newby's last meeting, as he was due to resign as a Trustee on 31st December 2019. Trustees noted their thanks to MN for his hard work as a Trustee. JF agreed to put this in writing to MN.</p> <p>The agenda was re-ordered to accommodate the arrival of Jonathan Davis from Saffery Champness. Items 3, 4 & 5 were discussed first followed by item 2 and the rest of the agenda followed in the order in which it was laid out.</p>	
	JF
2	
Presentation of Annual Accounts	
<p>Jonathan Davis from Saffery Champness was in attendance for this item and reported on the external audit and the annual accounts. He explained that the auditors sign off on two areas; statutory audit and regularity opinion. Statutory audit is about the numbers reflecting a true and fair position and the Trust demonstrating it is a going concern. The regularity opinion is about proper use of public funds in line with the Academies Financial Handbook (AFH), rigorous systems, appropriate authorisation, providing value for money etc. JD noted that EAT had achieved a lot in its first year and the staff and Trustees should be proud of this. There was evidence of good governance with JF in the role of Accounting Officer and TJ as CFO. From their observations of Board and Finance, Audit & Risk Committee meetings, the auditors had seen good evidence of challenge and the right level of interrogation. There was a strong position on the balance sheet with an operating surplus of £200k but future capital spend needed to be taken into consideration. For the auditors to find evidence that the Trust was a going concern they looked at the standard of governance and how financial forecasts were put together. The auditors concluded that management had a good understanding of governance and forecasting. A few small issues had been picked up in audit relating to document flow and approvals but this was understandable in the first year of operation as a Trust. The main area of concern was about key procurement areas (supply teachers, transport etc) and JD highlighted the importance of visibility in these areas. JD concluded that it was a positive audit report and set of annual accounts.</p>	

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	<p>GD explained that the FAR Committee had reviewed the annual accounts and noted that the pension calculations had been added since then. Trustees asked if there had been any surprises regarding the pension calculations. JD explained that the figure was slightly less than estimated and the calculations were as expected. There was no cause for concern in the short term. Trustees asked if anything could be done about the pension deficit. JD explained that alternative schemes / arrangements could be put in place. However, it was important to consider the purpose of the funds in an academy trust and that they are not necessarily there to solve the pensions problem. The pension deficit would move and change over time and the Trust could not control it. If the government asked for a larger cash contribution there would be cause for concern but this would apply to other Trusts as well. Trustees asked if there was anything unusual about the pensions. JD reiterated that the figures were as expected. He recommended that Trustees consider inviting an actuary to attend a Board or Finance meeting to give more detail on this. The pensions calculations had been provided by AON Hewitt and were in line with figures the auditors had seen in other Trusts. Trustees noted that it was important to encourage staff to be part of the pension scheme.</p> <p>Resolved: Trustees unanimously approved the annual accounts.</p> <p>Actions: TJ to arrange signature of accounts by VDG and auditors. Auditors to submit accounts to Companies House on behalf of the Trust. TJ to submit accounts to ESFA and upload to Trust Website.</p> <p>It was noted that the annual accounts would normally be formally received by Members at the AGM. As only one Member was present at the meeting, it was agreed that Members would be notified via email that the accounts had been approved by Trustees and they would be directed towards the annual report and accounts on the Trustee area of the website.</p> <p>Trustees thanked TJ for her hard work compiling the accounts and thanked the auditors for their thoroughness in auditing them. Trustees suggested that there be a bit more training for staff on good practice in relation to finance and governance procedures. TJ noted that some training was already in progress (and further planned) for Business Managers.</p>	<p>TJ / Auditors</p> <p>Clerk</p>
<p>3</p>	<p>Directors' Update to Members on Strategic Priorities</p>	
	<p>JF circulated a report with some key headlines on the following areas:</p> <ul style="list-style-type: none"> • Mission and core values • Strategic development plan • Governance structures • Trust Board effectiveness • Engagement • Effective accountability of the Executive Leadership • Trust & Academy Level KPIs <p>She noted that it was good to see the mission and core values in use throughout the Academy Trust supported by the developing alignment of pupil rewards and staff awards with the core values. JF reported that the strategic development plan was now much more meaningful and work was under way to further impact outcomes for children. JF highlighted the importance of focusing on engagement for increasing numbers of pupils upon referral, progressing towards academic progress and narrowing the attainment gap over time. She had recently</p>	

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presented to the Yorkshire & Humber Directors of Children’s Services about the characteristics of effective, high quality alternative provision (AP). It was good to see that the Trust was increasingly coming to people’s attention at a regional level. JF referred to the Yorkshire & Humber Difference Programme, which provided secondments for senior leaders into AP from mainstream. EAT had been invited to be involved in the recruitment process and a potential regional news Story on Look North, so is needing to start thinking about / planning for being ready for such opportunities.

Trustees asked if EAT would be interested in a senior leader from a mainstream school? JF said EAT would be interested and the placement would be of mutual benefit. **Trustees asked about the length of placement.** It was confirmed that it was for 2 years.

JF noted that the trust level KPIs provided an overview for Members and explained that clear academy-level KPIs had been agreed to show the impact on outcomes for pupils. She was proud of the Trust’s achievements to date.

GH thanked JF for a very positive report and particularly liked the idea of the secondments. She suggested that this could also be offered to aspiring leaders. JF mentioned that the recruitment window for these secondments was currently open and it would be useful to review the specific selection criteria.

Trustees discussed whether there would be a willingness for mainstream schools to second someone to AP, as it would leave them with a gap. It was felt that budgets were tight in mainstream and this could hold schools back from taking part. **There was some discussion around the secondment being for a shorter period.** The risk of mainstream leaders not wanting to return to mainstream after their secondment was also highlighted. **Trustees asked who paid for the secondment.** It was explained that the receiving AP would pay for it, which could also be a potential barrier. The general opinion, however, was that the secondments were a good idea.

4 Appointment of Auditors by Members for next 12 months

Internal Audit

TJ reported that she had sent an Invitation to Tender (ITT) to interested parties to quote for three internal audit reviews during the year which included a desktop review, on site visit, formal report and presentation to FAR Committee. The following firms (all local companies specialising in charity, education and public sector auditing) were invited to tender: -

- Forrester Boyd
- Sagars
- Wheawill & Sudworth

Sagars declined to tender. Wheawill and Sudworth and Forrester Boyd completed the ITT and provided the following quotes:

Forrester Boyd £6,750

Wheawill and Sudworth £5,850

Both of these companies had vast experience in undertaking audit work with MATs and were committed to improving value for money and compliance within the sector. Wheawill and Sudworth currently provided audit services to three Trusts within Kirklees and were familiar with the council funding mechanisms.

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	<p>It was recommended that Trustees appoint Wheawill and Sudworth as the Trust internal audit partners for 2019/20.</p> <p>GD declared a potential interest because his charity used Wheawill and Sudworth as its auditors. However, he did not have a pecuniary interest and had not directly put EAT in touch with Wheawill and Sudworth.</p> <p>Trustees asked if EAT would determine the areas that they wanted the auditors to review. It was confirmed that this was the case.</p> <p>Resolved: Trustees agreed to the appointment of Wheawill and Sudworth as internal auditors.</p> <p>(Clerk's note: although GD had no pecuniary interest and did not directly put the Trust in touch with Wheawill & Sudworth, email approval was sought after the meeting from Andrew Rawson, who was not present for this agenda item, to ensure that a quorum of three Trustees approved the recommendation without GD being involved in the decision).</p> <p><u>External Audit</u></p> <p>As noted in TJ's report, the external audit took place over the course of October and was a very intense scrutiny of both the figures presented in the annual accounts and also of the adherence to the Academies Financial Handbook and internal Trust policies. There were 6 recommendations as a result of the audit which were all in the process of being implemented. The CEO, CFO and FAR Committee felt that the external audit process, including advice and guidance given throughout the year and during the course of the audit and the intense scrutiny of figures, practices and procedures had been a very positive experience that has led to improvements in systems and processes for the Trust. Prior to the Trust being formed, Trustees agreed to work with Saffery Champness for a period of 3 years for audit purposes. Appointment of external auditors was a decision to be made by the Trust Members.</p> <p>Trustees recommended to Members that Saffery Champness be appointed as external auditors for Ethos Academy Trust for the 2019/20 financial year. GH as the only Member present was in agreement with this proposal and it was agreed that email approval would be sought from the other Members.</p>	Clerk
5	Questions from Members	
	Comments from Members were covered under item 3.	
TRUSTEES' BUSINESS		
STRATEGY & PLANNING		
6	CEO Report	
	<p>JF highlighted the following the following areas of her report, which had been circulated prior to the meeting:</p> <p><u>1.1 Governance Review</u> This would be covered under item 10.</p> <p><u>1.2 KPIs</u> JF had provided additional information to support the RAG rating process to enable Exec Team / Trustees to make more informed decisions. 7 KPIs were currently rated 'green'. The other</p>	

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6 were rated 'amber', as outlined in the report. None of the amber KPIs were a cause for concern because they were being dealt with. JF highlighted the fact that there were 3 Trustee vacancies and MN's resignation was pending. EAT had gone through a parent Trustee recruitment exercise, which had been unsuccessful. There had only been one applicant who was not suitable for the role, as she did not have the required skill set nor was she able to commit the time. An alternative option would be for AR to take on the role of parent Trustee. He had school-age children and was therefore eligible. VDG was the other parent Trustee. RW mentioned that he was also a parent of school-age children but was happy for AR to take on this role. **AR agreed to take on the role of parent Trustee.**

Resolved: Trustees unanimously agreed to the appointment of Andrew Rawson as parent Trustee.

Trustees asked about progress on advertising Trustee vacancies with Academy Ambassadors. JF explained that there had been no success with this as yet. Trustees asked what skill sets were required for the potential new Trustees. HR and premises management were the particular skills being sought. **AR agreed to ask at his company if anyone would be interested.** Other possible methods of attracting Trustees were discussed, including social media, current Trustees using their contacts and links with universities and colleges.

AR

Action: JF to write to Trustees and ask them to speak to their contacts.

JF

With regard to the KPI on the development and retention of high quality staff, JF reported that recent recruitment processes had shown that the number of high quality candidates was increasing, particularly for senior roles, which was encouraging.

2.1 Head Teacher Recruitment

JF reported that following two terms of acting headship arrangements at Ethos College, there was now a need to secure long-term, sustainable leadership team structures. In addition, the Head of Reach Academy had applied for the post of Director of Off-site Provision and if he was successful there would also be a need to recruit to the Head of Reach Academy post on a substantive basis. It was therefore proposed that a formal recruitment process be undertaken during the Spring Term 2020 for both the substantive Ethos College Headship and the substantive Reach Academy Headship, if applicable. Approval from Trustees was requested.

Trustees asked if both of these substantive posts were in the budget. TJ confirmed that there was sufficient provision due to a big underspend on staffing. Trustees asked when the Head of Ethos College would be in post. JF explained that if the current Acting Head was appointed she could start straight away but if an external candidate was appointed it would depend on their notice period but was likely to be a February resignation for an Easter start. It was important to ensure that the right candidate was recruited. Trustees asked when EAT hoped to start the recruitment process. JF requested that it take place at the beginning of the Spring term and asked if any Trustees could be involved. Subject to availability JF, RW and GD were happy to be involved. Trustees asked if there would be backfill arrangements if the existing Acting Head secured the Headship at Ethos College. JF confirmed that this would require recruitment to the Deputy Head role. Trustees asked if it was manageable having this continual gap. JF advised that it was manageable but not ideal.

Resolved: Trustees agreed to a formal recruitment process for the substantive Ethos College Headship and the substantive Reach Academy Headship, if applicable.

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2.2 CFO Contract

(TJ left the meeting during the discussion)

JF reported that TJ was currently employed on a fixed term contract until the end of March 2020. Since joining the Trust, TJ had demonstrated an extremely high level of expertise, commitment and professionalism, securing a very positive External Audit Report. She had supported the CEO in ensuring compliance with all aspects of the Academies Financial Handbook. As previously agreed, a 0.6 role continued to be deemed appropriate at this stage of the Trust's development. Consideration needed to be given to the longer-term arrangements for the Trust's CFO role. The following three options had been identified and the risks and opportunities had been highlighted in the CEO's report:

- Option 1: Extend temporary contract (0.6) to the end of the academic or financial year (31/08/20 or 31/12/20).
- Option 2: Convert temporary contract (0.6) to permanent.
- Option 3: Externally recruit CFO.

JF asked Trustees to give consideration to option 1 but to also consider whether this should be a permanent or fixed term contract. **Trustees asked what the duration of the contract would be if another temporary contract was put in place.** JF was happy to be advised by Trustees on this. A discussion ensued about why this role was fixed term contract and whether it was fair from an employer / employee relations point of view. The possibility of making the role permanent if TJ wanted at 0.6 contract was discussed and concern was expressed around the ongoing need to extend the fixed term contract. Trustees suggested that option 3 would provide an opportunity to test the market but they would be surprised if another suitable candidate could be found who could achieve what TJ did in 0.6 FTE. The only advantage in testing the market would be finding someone who could commit more time in the long term (as the Trust grows) but concern was expressed about the impact on TJ if this option was taken and it was only 12 months since this exercise had been carried out. **Trustees expressed their preference to retain TJ permanently and use the opportunity to build the team around her. Trustees asked if TJ was happy to delegate work to others.** JF confirmed that this was more feasible now that there were more experienced Office & Business Managers and apprentices. The Trust would need to look at the structure of the central team to support the CFO role and other central team functions.

Resolved: Trustees agreed to offer a permanent 0.6 contract to TJ.

TJ was invited back into the meeting and Trustees informed her of their decision.

3.2 HR Data / HR Update

JF referred to the HR Update that had been provided with the meeting papers.

Trustees referred to the development of a Volunteer Policy and Agency Workers Policy listed under the developments and priorities section of the report and asked if this involved development of existing policies or creation of new ones. JF confirmed that new policies would be created. **Trustees asked about Trustee appraisal and suggested that there should be an appraisal protocol for Trustees.** It was noted that this had been alluded to in the Governance report from Satis and that this was the responsibility of the Chair.

Action: GD to discuss with VDG outside of the meeting.

GD

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7	<p>Committee Reports & Priorities</p> <p><u>Curriculum & Standards Committee</u> JF reported on the first meeting of the year (October 2019) and highlighted the main discussion points / decisions:</p> <ul style="list-style-type: none"> • Detailed review of individual academy outcomes: pupil progress and attendance (2018/19). • Target setting for 2019/20: senior leaders in charge of quality of education worked with CEO to draft targets based on actual information available (bearing in mind that there are constantly changing cohorts). • Significant work on safeguarding. • Supporting Children with Health Needs Who Cannot Attend School (new policy advised from September 2019) – it was noted that the Trust was aware of these requirements and were commissioned to deliver this on behalf of the LA. <p>Trustees asked about re-jigging committees when MN resigns as a Trustee on 31st December 2019. There had been some discussion between LA and RW about this, as they were now the only Trustees on the C&S Committee making it a risk if someone was absent, as the quorum was two Trustees. The possibility of co-opted Trustees was discussed. Ideally Trustees with an education background were needed.</p> <p>Action: JF to look into the assignment of a Trustee to the Curriculum & Standards Committee.</p> <p><u>Pay & Performance Committee</u> JA reported the highlights from the Committee meeting in November 2019:</p> <ul style="list-style-type: none"> • Updated Terms of Reference. • Agreed teachers’ pay award of 2.75% in line with DofE to be included in the December payroll. Agreed support staff raise to mirror Kirklees position and in line with NJC. • All staff had been successful in performance management. • Discussed appraisal for support staff. Discussed link between pay and appraisal and whether to break this link – HR Manager to research further for next meeting. • Apprenticeships: following a benchmarking exercise, agreed to put an improved pay proposal to the Finance, Audit & Risk Committee to ensure staff retention and pay in line with market rates. • Director of Off-Site Provision: Trustees involved in recruitment. Shortlisted 3 people. • Approval of a number of policies. • No major issues or concerns. <p><u>Finance, Audit & Risk Committee</u> AR highlighted the main points from the FAR meeting in November 2019:</p> <ul style="list-style-type: none"> • Benchmarking – good update on this and felt that it was now appropriate to this setting. The flags in the data were aligned with reality. 	JF
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- Variances were discussed, e.g. staffing – lack of teaching staff in some of the settings and effect on provision and need to fill roles.
- Teaching staff and support ratios were also discussed.
- Discussed level of support for CFO in central team.
- Agreed an increase in topslice and felt that it was right for now but tasked TJ with looking at this in more detail.
- Discussed internal and external audit.
- Recommendation of Saffery Champness as external auditor to be brought to AGM / Board.
- Risk Register was reviewed. CH had worked with the COO to develop a process for managing the register. Committee to focus on red issues.
- Investment in IT hardware discussed but felt clear justification was needed. Committee suggested a capital plan was put in place but that in the meantime a brief document be put together giving spending priorities and more detail on the proposed IT hardware procurement.

TJ reported that the COO had been gathering information about the capital plan and the specific IT hardware requirements and had reported to the Executive Team. The proposal was that there be an extraordinary meeting about the capital plan prior to the next Board meeting for those Trustees who could attend. This extraordinary meeting could also cover a discussion on the central team staffing, which linked in with the capital plan. It was suggested that the extraordinary meeting take place at the end of January.

Action: Clerk to circulate potential dates.

Clerk

8 CFO Report

TJ referred to her report, which had been circulated in advance of the meeting and took questions from Trustees.

Management Accounts

Trustees asked why EAT central had lost such a large amount of money in one month (-£28k in year to 30/09). TJ explained that this needed to be re-charged to the other schools and also there was a missing accrual relating to the local authority. This had not been resolved sooner due to involvement in the audit. **Trustees asked JF as Accounting Officer if she was going to set a deadline to the CFO for closing off the month end so that the management accounts can be circulated to Trustees.** JF confirmed that she would.

Trust Levy

It was noted that Trustees had approved the increase of the Central Trust Levy to 5% at the November FAR meeting and had also requested supporting evidence about levy increments by type of educational setting if new schools were to join the Trust in future.

9 COO Report

TJ took questions on the COO report, which had been circulated in advance of the meeting.

Risk Register

Trustees noted that the review of the risk register at the FAR had been a good exercise. The only risk not reviewed was the “key individuals”, e.g. CEO, CFO and Head Teachers. **Trustees asked if the Trust was insured against the absence of key individuals.** TJ confirmed that staff

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	<p>absence insurance was in place. Trustees suggested a plan be put in place for this eventuality. It was noted that this would feed into the talent management plan within the People Strategy strand of the SDP, which would identify people who could step up. It was suggested that this be put on the Pay & Performance Committee agenda for further discussion. Action: Clerk to add to agenda for next Pay & Performance Committee.</p> <p><u>CIF Bids</u></p> <p>Trustees asked about the shortfall between the value of work required and the capital requirement. TJ explained that the Trust applies for an interest-free loan, makes a contribution from reserves and if successful the rest will be paid for by the CIF bid. Trustees asked when the Trust would find out the outcome of the bid submission. TJ confirmed that this would be in April. It was confirmed that different possible scenarios (a “Plan A” and a “Plan B” would be put presented at the extraordinary meeting to discuss the capital plan in January.</p>	Clerk
GOVERNANCE & COMPLIANCE		
10	External Review of Governance	
	<p>JF reported on the Governance Review Report, which had been compiled by Satis. She explained that a member, the Chair of the Board and Chairs of Committees had been interviewed by Satis. Trustees were invited to review the Satis report and consider the key findings (Section 4) and recommendations (Section 5).</p> <p>Trustees asked how much the report had cost. It was explained that the cost was £1,300. Trustees felt that this was expensive and did not recommend repeating this exercise annually unless there were major changes in the structure of the MAT, e.g. new schools joining, new facilities etc. JF explained that an external review had been recommended after the first year of operation for audit purposes. In particular, there was some discussion about the following recommendations from the report:</p> <ul style="list-style-type: none"> • Ensure clarity around the role of the Member and enable Members to feel more connected to the Trust by sharing Board papers and any key communications. The Chair should step down as a Member as soon as is practicable. • Consider introducing a regular CEO or Chair’s update to the Board, this will improve communications and assist with the flow of business as the Trust grows. • Chairs of sub-committees should have the opportunity to contribute to drafting of agendas: ensuring that the flow of business is coherent and appropriate time is allocated to key agenda items. <p>It was noted that Members were formally invited to attend two Board meetings per year (usually the AGM in December and a Board meeting in the Summer term). Members had access to the Trustee area of the website where they could view papers for the Board meetings and sub-committees if they wished.</p> <p>Trustees agreed that the best way for them to receive a regular CEO or Chair update would be by receiving the termly newsletters from the academies</p> <p>Action: JF to circulate newsletters to Board members in future.</p>	JF

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	Although Chairs had not historically had much involvement in putting together agendas, the two Committee Chairs present at the meeting were happy that they were offered the opportunity to provide input if they wished.	
11	Trustee Visits	
	<p>JF summarised the visits and involvement from Trustees as follows:</p> <ul style="list-style-type: none"> • CH had been working with COO on risk management. • VDG attended a recent executive team meeting due to new additions to team. She found this informative and spent some time with the new COO and HR Manager to find out how they were settling in. • AR had attended meetings as the link Trustee for careers. <p>JF mentioned that executive team met fortnightly on a Tuesday at 10am and Trustees were welcome to attend. Trustees were reminded to provide a written report / notes on visits.</p> <p>Action: Trustees to submit visit reports to JF.</p>	Trustees
12	Safeguarding Report (verbal update)	
	A verbal update on Safeguarding was normally given by LA but due to the unforeseen circumstances of her absence, it was agreed that JF would ask LA to provide a written report to Trustees after the meeting.	JF / LA
13	Matters Arising / Actions Update: Minutes of Board Meeting held on 17th October 2019	
	<p>Resolved: the minutes of the previous meeting were agreed as an accurate record and signed by the Chair.</p> <p>The action points were reviewed as follows:</p> <ul style="list-style-type: none"> • PRU and national attendance data – this would now come to next meeting in March 2020. • Staff wellbeing was being kept under review. • Updated KPIs – this had been completed • Comparative staff absence data was in progress • Parent Trustee election – there was now an alternative plan in place (AR to take on role) • Trustee as standing item - completed • Appeals policy - approved at FAR and completed. • Dates of e-learning and log-ins had been circulated. • Confirmation that Trustees had read and understood KCSIE – clerk to provide update • Alerts about management accounts would happen in future. 	
14	Any Other Urgent Business	
	There being no further business, the meeting closed at 7.15pm	
15	Date of Next Meeting	
	Thursday 26th March 2020 at 5pm at Reach Academy	

Action Points

Responsibility

Completion

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| • Send thank you letter to MN on behalf of the Trust Board. | JF | 20.12.19 |
| • Arrange signature of accounts by VDG and auditors. | TJ | 20.12.19 |
| • Submit accounts to ESFA and upload to Trust Website. | TJ | 20.12.19 |
| • Submit accounts to Companies House on behalf of the Trust. | Auditors | 20.12.19 |
| • Notify Members via email that the accounts have been approved by Trustees and direct Members towards the annual report and accounts on the Trustee area of the website | Clerk | 16.12.19 |
| • Seek email approval for appointment of external auditors from other Members not present at AGM. | Clerk | 16.12.19 |
| • Ask at his company if anyone would be interested in being a Trustee. | AR | January 2020 |
| • Write to Trustees and ask them to speak to their contacts about becoming Trustees. | JF | January 2020 |
| • Discuss Trustee appraisal with Chair. | GD | January 2020 |
| • Look into the assignment of a Trustee to the Curriculum & Standards Committee. | JF | 10.01.20 |
| • Circulate dates for Extraordinary Trust Board Meeting. | Clerk | 16.12.19 |
| • Add a plan for dealing with the absence of key individuals to Pay & Performance Agenda. | Clerk | 12.02.20 |
| • Circulate termly newsletters to Trustees. | JF | Ongoing |
| • Submit visit reports to CEO. | Trustees | Ongoing |
| • Request a written Safeguarding report from LA. | JF | 17.01.20 |

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