

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

Present:	Victoria Del Giudice (VDG)	Chair & Trustee
	Lorraine Absolon (LA)	Trustee
	Jane Acklam (JA)	Trustee
	Karen Bennett (KB)	Trustee
	Gary Cox (GC)	Trustee
	Jem Greenwell (JG)	Trustee
	Donna Tandy (DT)	Trustee
	Rob Whitehouse (RW)	Trustee
In Attendance:	Melanie Nightingale (MN)	Clerk to the Committee
	Dewi Bennett (DB)	Incoming CFOO (starting June 2021)
	Lesley Conway (LC)	HR Manager
	Jayne Foster (JF)	CEO
	Claire Guest (CG)	Senior HR Advisor (Observing)
	Rajeev Gupta (RG)	Member
	Tracy Jackson (TJ)	CFO
	Emma Salter (ES)	PA to Central Team (Observing)

Item	Action
1	Welcome, Apologies & Declarations of Interest
	<ul style="list-style-type: none"> • The Chair welcomed all to the meeting and introduced Emma Salter and Claire Guest from the EAT central team who were observing as part of their professional development and Dewi Bennett, who had recently been appointed as the new CFOO. • Apologies were received and accepted from Graham Dewhirst. • There were no declarations of interest for this agenda.
2	Previous Minutes & Matters Arising
	<ul style="list-style-type: none"> • The minutes of the Board meeting dated 10 December 2021 and the extraordinary Board meeting dated 4 February 2021 were agreed as an accurate record and the Chair’s electronic signature would be added by the Clerk. • It was noted that the Vice Chair’s electronic signature had been added to the minutes dated 12 December 2019 and the Chair’s electronic signature had been added to the minutes dated 23 January 2020, 28 May 2020, 19 June 2020, 9 July 2020 and 22 October 2020. All of these minutes had been approved at previous meetings but could not be signed in person due to the pandemic. • Matters arising – it was agreed that the action relating to the SEND review at the Priory Centre would be moved to the Curriculum and Standards section of the action log and the action relating to the payroll at the Priory would be moved to the FAR section of the action log. All other items would be covered in tonight’s agenda.

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

3	Committee Recommendations / Outputs
<p>The Chair explained that although the Chairs of the individual Committees shared their reports with the Board in advance, this part of the meeting provided an opportunity for the Board as a whole to gain wider insight into the Committee meetings. VDG welcomed suggestions for this part of the meeting to ensure that it added value.</p> <p><u>Finance, Audit and Risk Committee</u> GC referred to three key items from the FAR meeting.</p> <ul style="list-style-type: none"> • <i>Diminishing reserves during the next 3 years:</i> There had been detailed scrutiny of the reserves position by the CFO and the FAR was confident that reserves could be kept above the minimum required level of £500k. However, this needed to be kept under review. VDG noted the importance of highlighting issues before they became a problem and referred to the example of the Kids Company, which had operated a financial model that was not fit for purpose. TJ explained that some reserves were being used for capital projects and that diminishing reserves did not mean that revenue streams and expenditure were not being managed. Trustees asked if some of the capital costs could be mitigated if EAT was successful with bids for grants. TJ confirmed that the external works at Reach and Ethos (segregation of vehicular and pedestrian traffic) made up a large part of the capital works and the impact on reserves would be reduced if CIF bids were successful. Trustees asked if having £500k left in reserves was worst case. TJ confirmed that this was the worst case scenario. • <i>Strategic development day:</i> Trustees needed to decide whether the Trust had the capability and capacity to implement the strategic development plan and turn the ideas into plans. • <i>Catering:</i> There had been some debate at FAR about the fact that the current catering provision was inadequate. It was important to find a solution to this core expectation. TJ explained that she had already had a frank conversation with the current provider about the standard of catering and the fact that it had been added to the risk register and this feedback had been taken on board. She had explained to the current provider that EAT was undertaking a feasibility study to bring the catering in-house as an alternative option and that continuing with the current provider could only be considered if there was a change of personnel. The two options would be considered at the next FAR meeting in June 2021. <p><u>Curriculum & Standards Committee</u> LA provided an overview.</p> <ul style="list-style-type: none"> • <i>Safeguarding:</i> There had been an agreement across the three academies that they would audit each other’s work within a model of peer review and the DSLs and Headteachers had signed up for this. There would also be annual external checks but a different provider for external audits would be used in future. 	

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

- *Strengths:* Pupil re-engagement and attendance during the Autumn term was very good. Assessments showed progress was good despite the disruption to learning.
- *Challenges:* Some parents and carers had been reluctant to allow their children to return to on-site learning. Each school had plans in place to address this.
- *Strategic priorities:* The Committee spent considerable time looking at the Trust Strategic Development Plan (SDP) and the Trust Development Day.

Trustees asked about whether there had been an improvement to attendance since the wider return to school after lockdown. The CEO explained that during lockdown all EAT academies remained fully open in line with government guidelines for PRUs and offered full time education for all pupils. A small minority did not attend but gradually as lockdown progressed some learners returned. A personalised approach seemed to be working in this regard with plans in place for all learners reluctant to return, some of which were on phased returns. **Trustees commented that this was very positive and acknowledged the difficulty for children with families in the shielding category.** The CEO explained that there had been a multi-agency approach in some cases with leaders finding the right person / agency to provide support in each situation.

- *Safeguarding incident:* LA reported to the Board that there had been a safeguarding incident at Ethos College prior to the Easter holiday, which resulted in the Head seeking advice. The safeguarding specialist was satisfied that all necessary steps had been taken. The Local Authority Designated Officer (LADO) was informed and after receiving all the requested information decided that there was no need for a formal case and that all procedures had been followed. The Chair, CEO and LA as Safeguarding Trustee had been kept informed throughout the process. The CEO reported that an internal reflection had taken place and learning points had been identified. **Trustees asked whether the incident was an issue with a student or a member of staff.** The CEO explained that the incident related to a student. **Member asked if all the training for staff was up to speed, in order to avoid incidents happening repeatedly and it was important that staff could think on their feet and make the right decision.** The CEO explained that EAT had a very robust approach to training and a detailed training matrix. She noted that staff had an agile approach within their day to day working practices and were used to responding to situations in a personalised way within policy. There had been an open reflection to ensure learning points were taken forward effectively. The CEO would provide a safeguarding audit at the summer Board meeting. **Member asked if the staff dealing with the situation were feeling supported.** The CEO explained that the Head had spent a lot of time trying to reassure and support staff as well as investigating the situation. **Member congratulated the Trust on their approach to this. Trustees asked the CEO to explain how safeguarding is monitored and how the Board seeks assurance.** The CEO explained that she had met with the Designated Safeguarding Leads (DSLs) this afternoon to ensure that it is was not just LA as link Trustee for Safeguarding that held senior leaders to account. A report was being produced, which would include key documents, policies and procedures with headline information from internal and external audits of safeguarding across the

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

academies to demonstrate to Trustees that safeguarding was being consistently and effectively managed across the Trust. The rationale for introducing another level of review internally was that the external reviews were possibly not robust enough. DSLs knew the questions they needed to ask of each other to ensure safeguarding was being carried out appropriately. **Trustees suggested that someone with safeguarding experience should carry out the external review on top of the internal review.** The CEO highlighted that the Trust planned to use a different provider for the external review next year. LA noted that DSLs and senior leadership had acknowledged that it was important not to become complacent about safeguarding and that new members of staff were joining the Trust with new experiences from different backgrounds, providing a fresh pair of eyes to add further rigour to already strong systems and processes.

Pay & Performance Committee

JA provided an overview.

- There were key challenges at present.
- The appraisal system is working well.
- Equality data had been scrutinised and benchmarked. EAT had a female dominated workforce and although the data looked skewed, it was not considered a problem and did not impact on service and quality of delivery.
- Wellbeing KPIs were discussed.
- Kickstart employment scheme for 16-24 year olds (government funded): Three staff already taking up posts within this scheme and the P&P Committee would update the Board on progress.
- There would be a focus on KPIs for HR from September 2021 onwards.
- Training to be focused on staff absence management.

Member asked how many employees EAT was requesting for the Kickstart scheme and how much support they would need in terms of training. LC explained that there was a total of 9 vacancies, of which three had been filled (administration posts for central, outreach and digital). The other vacancies had been put on hold due to the long summer break, as it was not ideal for the new starters to have a six week break over summer. The remaining vacancies would therefore be planned for a September start. LC reported that the Trust had struggled to recruit to the trainee inclusion worker post and needed to find the right person with some experience. She was considering how to adapt the role if needed to turn it into a more admin-based role.

Action: VDG to share information with LC about the leadership apprenticeship from Leeds Beckett, as it could be useful for adding to leadership team capacity.

VDG

Member asked how much EAT was saving on the Kickstart scheme. TJ explained that the Trust was not allowed to use the Kickstart roles to replace any vacant posts. These roles were supernumerary but EAT would gain in terms of the resource to free up other people's time, which may lead to income generation strategies.

Action: KB offered to discuss apprenticeships further with LC, as it was her area of expertise.

KB

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

4	<p>Executive Summary</p> <p><u>New CFOO</u></p> <p>The CEO asked DB, the incoming CFOO (Chief Financial Operating Officer), to introduce himself. He explained that his background was in the commercial and manufacturing industry where he had held leadership roles for 20 years. He moved to education 4 years ago to fulfil his aspiration to work with an organisation that had aims other than generating revenue. DB’s current role was with the Venn Academy Trust, which had grown from five to 9 academies and was due to increase to 11 by next September. DB was looking forward to furthering his experience with Ethos and adding value. He would start his role at the end of June 2021 with a full handover from TJ.</p> <p><u>Priory Centre Update</u></p> <p>The CEO reported that there had been a working group and DfE meeting today and it was expected that the outcomes of the CIF (Condition Improvement Fund) bids would be known by 10th May 2021. If the bids were successful EAT would be able to meet the deadline for the 1st July 2021 conversion date. The fallback position would result in a deferral of the conversion to the next academic year while alternative sources of funding were applied for in partnership with the DfE.</p> <p>The CEO referred to the draft Terms of Reference for the Academy Performance Review Committee, which had been circulated to Trustees prior to the meeting. The TOR contained a slightly changed composition of the APRC membership. The Chair explained that she, the CEO and KB had spent considerable time with EduClerks working on the composition of the Committee and TOR to ensure that the focus was on stakeholder engagement, wellbeing and performance review. EAT planned to use this model for future academies joining the Committee. Trustees asked what had been changed in the composition of the Academy. The Chair explained that the Priory Head would be on the Committee rather than the CEO and the two parent members had been changed to two community members to provide more flexibility. Trustees asked where parents would be represented if they were not on the local committee. The CEO explained that the intention was to recruit parents to the APRC if possible but from previous experience this has been challenging in alternative provision due to the short stay nature of children within the Trust. The other option was to have parent Trustees, who were Trustees with children of school age. Trustees questioned the rationale for having 3 Trust staff, as this would make up half of the committee and would mean staff would be holding themselves to account. They asked how the Trust could ensure there was enough separation to ensure leaders were effectively held to account. The CEO explained that the Trust staff on the APRC would be from the other academies, not from the Priory. Trustees asked about impartiality. The CEO noted that advice had been sought from Stone King (legal advisors) and EduClerks (company secretarial and clerking provider) and these issues were not highlighted but she would seek further</p>
----------	---

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

clarification. **Trustees asked having three community members and only two Trust staff would solve the issue of impartiality.**

Action: CEO to seek further clarification from Stone King and EduClerks about the composition of the APRC membership in terms of impartiality and holding leaders to account.

JF

Resolved: Subject to the composition of the APRC membership being clarified, Trustees agreed to the Terms of Reference.

Strategic Development Planning (2021-2026)

The CEO explained that Trustees were invited to review the current Trust SDP and the initial suggestions listed in the executive summary with a view to bringing ideas to the Trust Development Day or at today’s Board meeting about how to transform current processes into a cohesive, meaningful, strategic 5-year plan.

The CEO reported that the strategic aim to “Manage the effective return to fulltime education” had already been achieved and did not need to stay on the plan. **Trustees asked if any learning points from the last 12 months could be considered in the strategy.** The CEO explained that this was captured under the ICT and learning strategy. She noted that the ICT and learning strategy needed to be further enhanced, as the pandemic had highlighted that children have different ways of learning and for some, an element of a remote offer had been beneficial. **Trustees asked if EAT was prepared and had systems in place for any future lockdowns or another pandemic.** The Executive Team believed that they had appropriate systems in place but would continue to monitor the situation. **Trustees queried having a 5 year plan when there could be a change of government or changes to the educational landscape and asked if plans should be shorter term and if the language should be different, i.e. not a strategic development plan.** The Chair acknowledged that the Trust would be affected by future government changes, legislation etc but noted that EAT could be aspirational, having visionary big moves but then a smaller SDP over 1, 2, and 3 years. She referred to the Dixons model of “Big Moves” that had been discussed at a recent CST (Confederation of School Trusts) seminar. **Trustees suggested having strategic goals rather than a development plan. Trustees asked if there was a clear strand of staff CPD to enable the aims to be achieved in terms of curriculum content.** The CEO explained that the Trust was looking at the People Strategy under priority 4 but it needed to link to other areas of the SDP. **Trustees asked if the Trust SDP would feed into academy development plans.** The CEO reported that senior leaders from the academies would be invited to the Trust Development Day and their academy plans would be developed from priorities within the Trust SDP. **Trustees asked if there was a place in the SDP for the Trust values, e.g. leading with integrity, thinking innovatively etc.** The CEO explained that the academies built their curriculum plans round the Trust values and the curriculum intent was set out in this way but she would think about how the values could be linked to the Trust SDP. **Trustees suggested looking at aspirations then looking at areas of focus, e.g. what are key areas, how do they align to the values of the Trust / academies and what needs to be done in order to achieve these aspirations? Trustees suggested that all Trustees review the SDP in advance of the Trust Development Day and come prepared with ideas.** The Chair explained

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

that she and the CEO would meet with the facilitator in advance of the Trust Development Day and would send a positioning statement to attendees so that they knew what to expect. **Trustees suggested that evidence-based information be part the SDP.** The CEO noted that Trustees may want to change some of the headings on the SDP and identify three or four key development areas that could be broken down further.

Action: Any Trustees who were unable to attend the Trust Development Day to phone or email the CEO / Chair in advance to provide suggestions.

Trustees

HR Update

LC gave an update on the People Strategy that had been added to the SDP in September 2019 as Strand 4 at the request of Trustees. Recommendations were Included for further discussion.

- *SDP 4.1 Provide outstanding mental health and wellbeing support for all stakeholders*
 - This element of the SDP had come to the forefront during the pandemic. EAT had recently undergone the final assessment for the Mental Health in Schools Award and achieved Gold for all three academies.
 - LC proposed some wellbeing and mental health KPIs: staff survey outcomes, absence / attendance, use of Health Shield, retention data and staff wellbeing forums.
 - Recommendations: Formal and regular measurement of wellbeing, embedding a culture of wellbeing through coaching and supervision with a more cohesive approach to wellbeing and mental health across the Trust, promoting Trust achievements on mental health and the development of more flexible working opportunities.

Trustees asked how often the Trust would be re-assessed for the Mental Health Award and how the Executive Team had found the process. LC explained that EAT would be re-assessed every three years. There was a document containing a series of questions and evidence had to be submitted. **Trustees congratulated the Trust on achieving the Gold Mental Health Award and asked if there was a plan to do further work internally within the three years to monitor mental health achievements before re-assessment.** LC explained that further evidence was needed in three years' time in order to achieve the award again. The CEO noted that the assessors had been enthused by the progress EAT had made to achieve the award. Teams were in place at academy level to drive the developments. DB noted that he had to search out information on wellbeing when looking for a new role so it was important to publicise Trust achievements in this regard. **Trustees asked if EAT had managed to do any further work with Leeds Beckett.** The CEO reported that academy Heads were working on a number of research projects with Leeds Beckett (about 10 projects were running currently).

- *SDP 4.2 Development of systems to ensure that staff are recognised and praised for outstanding work and contribution*
 - The Trust had re-started the half-termly staff awards linked to core values since September 2020.

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

- Recommendations: Link reward and recognition to talent strategy, draw up growth / career plans for all staff and link appraisal to personal growth rather than pay.

Trustees asked if appraisal and performance management was the appropriate terminology for these processes and whether this fitted with Trust values and our behaviours. LC noted that some radical changes were needed to the appraisal process and further research was required.

Action: KB offered to discuss ideas for the appraisal system at her next catch up with LC. Trustees noted that the Trust had to meet the appraisal regulations but could move pay away from performance, as taking on additional responsibility was not about pay and there needed to be a way to break that culture perhaps through coaching. Trustees suggested looking at how many people did not progress on the pay scale and whether the appraisal process was really linked to pay or not. DT reported that her Trust had successfully de-coupled pay and appraisal policies by developing personalised criteria for staff rather than linking to pay. Trustees asked if any consideration had been given to research projects that staff could lead on, which could benefit the academy or the wider trust (e.g. pedagogical strategy). This could provide an alternative way of progressing rather than a TLR (Teaching and Learning Responsibility). LC reported that she was looking at doing a simple skills matrix across the Trust to see where talents lie. A pilot was under way with staff being given the opportunity to go into another academy and share their skills. This would be evaluated with a view to rolling out further next academic year. Trustees asked if EAT carried out succession planning. LC explained that this would be carried out in future but had been delayed due to the pandemic. She had started to look at succession planning in the central team and could use this as a model for the academies. Trustees suggested coaching staff with the senior team to become coaches to help staff move towards their aspirations, giving them support, guidance and motivation rather than focusing on annual appraisals. GC noted that in his industry experience people tended to leave due to lack of support or because they had reached the ceiling in their role. LC noted that coaching would be useful and was something to aim for but would be a gradual process over a number of years requiring financial investment. Trustees noted that budgets needed to be aligned with strategy and link in with the right priorities. Trustees suggested that action research helped staff feel valued.

KB

Action: RW offered to provide input on the teacher learning academy model, which he had experience of. He suggested sending a member of staff on the advanced diploma in mentoring and coaching.

RW

- *SDP 4.3 Developing talent and empowering managers to fulfil their roles confidently and effectively*
 - Following promotions, manager confidence needs to be increased to deal with difficult conversations and absence management. Programmes of training had been put in place for this.
 - Dedicated HR time was scheduled in at all academies and the outreach team on a weekly basis.

Agreed as an accurate record

Signed: Print Name:

Dated:

**ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES**

Thursday 15th April 2021 at 5pm via Microsoft Teams

- Recommendations: Consideration of and investment in a structured training plan for aspiring and new senior and middle leaders across the Trust following the pilot of a training programme for middle leaders at Ethos College.
- *SDP 4.4 Develop a retention strategy for staff and succession planning models within all strands of provision / academies and at Exec / Central Team level*
 - Further development was required in terms of workforce plans, talent matrix and succession planning analysis.
 - Recommendations: Develop succession and workforce planning in conjunction with CEO, CFOO and Head Teachers, linking growth plans and staff development.
- *SDP 4.5 Ensure that the Trust becomes an employer of choice in the area for skilled and talented teachers and support staff*
 - “Day in the life” profiles had been completed for a number of roles across the Trust to challenge possible misconceptions of potential candidates outside of the alternative provision sector.
 - Recommendations: Increased focus on raising the profile of alternative provision through open days etc and dispel myths about working in AP through carefully planned media presence.

Trustees asked about working with other partners like the Difference. The CEO reported that EAT was still engaged with the Difference and leaders regularly attended and contributed to their events but could not offer a senior leadership role for this programme this year, as EAT did not currently have a vacancy. In future, EAT would love to host a senior leader from mainstream to influence the inclusion agenda in mainstream and would take this up when the opportunity arose. **Trustees asked if EAT could offer a “gap year” to enable mainstream teachers to work in the Trust.** The CEO reported that the Trust had begun discussions regarding the potential to offer some shorter term opportunities which they would like to explore further that would also be income generation opportunities, e.g. induction of support staff, NQTs, SENDCOs etc. **Trustees asked about teaching hubs.** The CEO reported that she had a forthcoming meeting with the local teaching hub to explore this partnership.

Absence Data

LC reported that there had been an overall increase in staff attendance from Autumn 2019 to Autumn 2020. In cases where attendance had dropped below 90% it was due to long-term absence and either the staff members concerned had left or returned.

The following absence KPIs were recommended from September 2021 and could be discussed further at the Trust Development Day.

- All return to work interviews to be completed on day 1 of return to work.
- Where a trigger is met, a formal meeting is to be conducted within 5 working days.
- Attendance data at 95% across all settings with reasons for long term absences to be reported to the board.

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

Trustees commented that these KPIs seemed appropriate and it was good to wait until September when staff would have received training on absence management. Trustees asked about off-site members of staff and support staff where KPIs were not being met and whether there was something specific in the form of an action plan the Trust could provide for this workforce. LC explained that historically these were the areas where there had been more difficulties with attendance. In outreach one member of staff on long term sick was due to leave at the end of April and in medical a number of support staff inclusion workers had been off sick. Absence in these teams had more of an impact due to the small size of the teams. **Trustees suggested adding the numbers of staff in each department to provide context to the percentages.**

Action: LC to update absence data with the numbers of staff in each department to provide context in future reports.

LC

Staff Turnover

LC reported that staff turnover was relatively low at 16% for teachers but there was potential for more staff movement post-pandemic. **Trustees asked if EAT was vulnerable to staff turnover due to retirement, leaving etc.** LC reported that some staff had held off applying for new roles elsewhere due to the pressures of the pandemic. She could not gauge exact numbers but the Heads were usually aware of potential leavers and provided feedback to LC. **JG referred to a system for monitoring staff satisfaction at her previous company, which had helped anticipate when people might move on.** LC noted that a system of this kind would be useful in the future and the main challenge was the four-week notice period for support staff, especially if they resigned during holiday periods. **Trustees suggested that if the wellbeing agenda was in place it would be appropriate for staff to leave in some cases and leaving was not always negative. If the Trust was clear on career aspirations it could forward plans when staff wished to leave.** LC agreed with this and noted that the wider educational picture needed to be considered.

Exit Data

LC reported that salary and career progression were potential areas to address and suggested that some staff could be offered the opportunity for re-grading. **Trustees asked if the Pay and Performance Committee were looking at this.**

Action: LC to put staff re-grading opportunities on next P&P Committee agenda.

LC

Equality Data

This had been discussed as part of the Pay & Performance Committee feedback under item 3 and it was recommended that an equality audit be carried out in 12 months' time.

Director of Off-Site Provision Role Update

TJ explained that Martin Ridge started in this role at the start of the pandemic, which was not ideal timing due to the medical and outreach elements of the role. Part of his brief was to put together some KPIs to develop these strands of the provision. Although it was difficult to measure during a pandemic, Martin had produced some KPIs giving evidence of how his

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

role was starting to have an impact. For the benefit of newer Trustees, the Chair explained that the outreach, medical and exceptional needs strands of provision were originally within each academy but the Director of Off-Site Provision role was a way of bringing this together across the whole Trust. **Trustees congratulated Martin Ridge and Sue Wight on the progress they had made so far with off-site provision.**

Risk Updates

TJ highlighted the emerging risks, which were diminishing reserves due to capital costs and central team costs and the inadequate catering provision, both of which had been discussed as part of the Finance, Audit and Risk Committee feedback under item 3. She also highlighted the following red risks:

- *[Confidential item removed and recorded in separate, confidential minute].*
- Failure to onboard schools creates a deficit at EAT central.

These red risks had been discussed in detail at the FAR meeting in March. It was noted that the review of alternative provision by Kirklees had not yet been published and therefore it was not possible to assess the impact of this. EAT's current agreement and funding model with Kirklees would continue for another year. There would be further discussion at the Trust Development Day on the impact of not onboarding further schools. The CEO referred to an application for an SEMH (social, emotional and mental health) special free school in Rotherham. This opportunity came up after the last Board meeting in February with a short deadline and it was discussed with the Chair and agreed that EAT would go ahead with the application. The CEO confirmed that EAT had been shortlisted for this and would be attending interview in Rotherham next week. The Chair, CEO and CFO would be attending the interview and it was an exciting opportunity. The outcome would be known towards the end of May. **Member asked about the process.** The CEO explained that it involved an interview (including presentation) with stakeholders from Rotherham and a pupil panel. The timescale would be to open in November 2021. A building, staff and children had already been identified and it would be a merger of two alternative provisions (APs). *[Confidential item removed and recorded in separate, confidential minute].* **Trustees asked why Rotherham was going down the free school route if two APs were already in existence.** The CEO explained that it was a capacity issue and Rotherham had insufficient capacity for earlier intervention because the PRUs were full of pupils with EHCPs (education, health and care plans). One of the APs would fully transition to the free school and the other AP would partially transfer with the remainder becoming the early intervention for Rotherham.

5 Statutory Documents & Policies

Behaviour Principals Statement

The CEO explained that this statement outlined the overarching principals within which academies were expected to work. Suggested amendments from the Executive Team and Trustees had already been shared with the Board.

Resolved: Trustees approved the Behaviour Principals Statement.

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 15th April 2021 at 5pm via Microsoft Teams

6	<p>Any Other Urgent Business</p> <p><u>New Member</u> The Chair reported Kate Stevens had been appointed as a new Member of EAT. VDG and GD had met with Kate to discuss her appointment and believed she would be a fantastic addition to the Trust in line with EAT's values and culture. She would be fully engaged and willing to contribute. The Chair reported that Brigid Tullie had recently stepped down as a Member to enable her to concentrate on her role within Leeds Diocese. Trustees recorded their thanks to Brigid Tullie for her contribution as a Member.</p> <p><u>Items for ratification</u> It was reported that the Chair had approved the following matters since the last Board meeting:</p> <ul style="list-style-type: none"> • Approval of BRB invoice on HCSS (Reach roof) • Approval of Precision Timber PO on HCSS (Reach forest school) • Added as Signatory to new bank accounts for reserves, received online banking logins (not used) <p>There being no further business, the meeting concluded at 19:25.</p>
7	<p>Date of Next Meeting</p> <ul style="list-style-type: none"> • Trust Development Day on 22 April 2021. • Board of Trustees Meeting on 8 July 2021 at 5pm via Microsoft Teams.

Action Points	Responsibility	Completion
• Share information with LC about the leadership apprenticeship from Leeds Beckett.	VDG	May 2021
• Discuss apprenticeships further with LC.	KB	June 2021
• Seek further clarification from Stone King and EduClerks about the composition of the APRC membership in terms of impartiality and holding leaders to account.	JF	30.04.2021
• Phone or email the CEO / Chair in advance to provide suggestions in advance of the Trustee Development Day if unable to attend.	Trustees	20.04.2021
• Discuss ideas for the appraisal system at her next catch up with LC.	KB	June 2021
• Provide input on the teacher learning academy model.	RW	June 2021
• Update absence data with the numbers of staff in each department to provide context.	LC	01.07.2021
• Put staff re-grading opportunities on next P&P Committee agenda	LC	Autumn 2021

Agreed as an accurate record

Signed: Print Name:

Dated: