

ETHOS ACADEMY TRUST

BOARD OF TRUSTEES MEETING MINUTES

Thursday 30th March 2023 at 4pm

Present:	Victoria Del Giudice (VDG)	Chair & Trustee
	Gary Cox (GC)	Trustee
	Graham Dewhirst (GD)	Trustee
	Jem Greenwell (JG)	Trustee
In Attendance:	Dewi Bennett (DB)	CFOO
	Lesley Conway (LC)	People & Culture Lead
	Jayne Foster (JF)	CEO
	Ann-Marie Oliver (AMO)	Director of Education
	Alison Ward (AW)	Headteacher, Engage Academy (item 1&3)
	Vicky Woodrow (VW)	Headteacher, Elements Academy (item 1&3)
	Melanie Nightingale (MN)	Clerk to the Board

Item		Action
1	Welcome, Apologies & Declarations of Interest	
	Apologies were received and accepted from Karen Bennett. There were no declarations of interest. Agenda item 3 was taken ahead of item 2.	
2	Previous Minutes & Matters Arising	
	Resolved: The minutes of the EAT Board meeting and AGM on 8 th December 2022 were agreed as an accurate record. There were no matters arising. The meeting continued from item 4 onwards.	
STRATEGY & PLANNING		
3	Presentation Professional Networks	
	AMO explained that six professional networks had been set up to drive strategy across the Trust. Normally these networks would present to the Learning & Achievement Committee but as the Committee had not met this term, AW and VW would provide an update to the Board on the networks they chair. <u>Presentation from Safeguarding & Attendance Professional Network</u> Alison Ward, Chair of the Safeguarding and Attendance Professional Network and Headteacher at Engage Academy, highlighted the following points from her presentation <ul style="list-style-type: none"> Reviewed and amended Safeguarding, Child Protection and Attendance Policies in line with government guidance and through sharing of good practice. Improved CPOMS (Child Protection Online Monitoring and Safeguarding system) reporting across the Trust. 	

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- Developed a staggered programme of statutory training in each academy to enable Trust-wide attendance.
- Attendance tracker developed for discussion at SLT (senior leadership team) meetings within each academy.
- Challenging social care on safeguarding and sharing experience with colleagues across the Trust.
- Worked closely with police on contextual safeguarding – Kirklees Community Tensions Assessment and West Yorkshire Police Partnership Intelligence Portal.
- Findings from safeguarding and attendance audits and recent Ofsted inspections to be cross-referenced to identify common themes. This would form part of an action plan to enable sharing of good practice across the Trust.
- Plan to develop a library of shared resources using experiences from the DSLs (Designated Safeguarding Leads).
- Collaborative work with other education settings in progress to develop an information sharing agreement to safeguard students.
- Parent workshops for safeguarding and attendance to be standardised across the Trust.
- Training from external providers to be shared across the Trust.
- Trust Safeguarding Lead meeting regularly with AW to feed back to the professional network on attendance and safeguarding meetings across the Trust.

Trustees asked about the collaboration and how it helped. AW explained that the DSLs from Reach, Engage and Ethos had been meeting regularly but it was helpful to have this replicated across the Trust via the Safeguarding and Attendance Network. It would be interesting to see how this collaborative approach would develop, especially now the new Trust Safeguarding Lead was in post and was keeping up with national developments. **Trustees asked if there was engagement outside the Trust, such as multi-agency working.** The CEO confirmed that the new trust Safeguarding Lead would take responsibility for this. AW referred to a presentation at a primary network from the Early Support Team regarding attendance and reasons for non-attendance. All the Heads in the primary network were experiencing a drop in attendance and this would become more of a key area to focus on. **Trustees noted the importance of the sharing of expertise. They asked about measures of success, e.g. improved attendance.** AMO explained that the new KPIs (key performance indicators) would be introduced under the Learning and Achievement section of the Executive summary at today's meeting.

Trustees thanked AW for her presentation.

AW left the meeting at 16:22

Presentation from SEND (Special Educational Needs and Disabilities) Professional Network

Vicky Woodrow, Chair of the SEND Professional Network and Headteacher at Elements Academy, highlighted the following points from her presentation:

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- An areas of need grid, initially created for Elements, had been developed for use across the Trust to enable consistency of reporting. It had been helpful to work on this collaboratively and use it to decide on training requirements. Trauma and mental health were of particular interest and further training was required in this area.
- SEND and Admissions Policies had been reviewed.
- The SEND Network helped produce KPIs for SEND.
- Explored use of Provision Map software across all settings based on EHCP (education, health and care plan) targets. This was helpful for EHCP applications and as helping to reduce costs across the Trust.
- Discussed training requirements and how to facilitate across the Trust.
- SENDCOs (Special Educational Needs and Disabilities. Co-Ordinator's) were concerned about the time taken for students to receive EHCPs and were mutually supporting / supervising each other.
- Findings from Trust-wide SEND audits were being cross-referenced in order to develop an action plan and Ofsted experiences were being shared to enable sharing of best practice.
- Further work was required on SEND supervision, as SENDCOs could become quite isolated in each setting. More collaborative working and visits to each other's settings would take place.
- Plan to develop best practice across the Trust to ensure good quality reporting to parents on progress towards targets within EHCPs.
- Need to consider the SEND Improvement Plan and how the proposed changes would impact on EAT's settings.

Trustees asked how the professional network planned to monitor the SEND improvement plan and if the Trust was ready and had capacity for digital EHCPs. VW explained that each local authority presented EHCPs in a different way and had different requirements. Further government directives were awaited. VW reported on a recent meeting with AMO regarding the quality assurance of EHCPs and AMO had noted how the content and quality of EHCPs had changed over six months. It would be interesting to see if there would be one system or a standardised set of criteria long term. **Trustees asked who had the responsibility for the decisions on the format / standardisation of EHCPs.** AMO explained that the local authorities and government would decide about EHCP developments. The CEO noted that it was on the agenda for the AP (alternative provision) CEO network to discuss further. More information was required about what the new EHCPs would look like in practice. There would be opportunities for relevant staff to take part in steering groups and EAT would be putting people forward for that. It was likely that the government would start with EHCPs in mainstream before moving on to AP whereas the AP CEO network felt that it would be better to start with the expertise in AP. **Trustees asked if there would be a document that could be presented to a new academy joining the Trust showing how EAT operated in terms of SEND, attendance etc.** VW explained that this was not part of the project at the moment but could perhaps be developed later. The network did influence policy across the Trust, however. AMO reported that as part of the due diligence for Springfield two members of the Safeguarding

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	<p>and Attendance network had undertaken two safeguarding audits prior to the conversion of Springfield and when an academy conversion was likely to happen relevant staff were invited to contribute to the professional networks. The CEO added that the KPIs from the professional networks would form part of the standard KPIs for the Trust and this would include new academies. VW noted that she had learnt so much from Elements' experience of joining the Trust and these learning points could be shared with new academies.</p> <p>Trustees thanked VW for her presentation.</p> <p><i>VW left the meeting at 16:39.</i></p> <p>Agenda item 2 was taken next.</p>	
4	<p>Committee Recommendations / Outputs</p> <p>A summary of highlights from the following Committees had been included with the meeting documents, along with a more detailed report about Elements:</p> <ul style="list-style-type: none"> • Finance, Audit & Risk Committee (FARC) • Evolve APRC (Academy Performance Review Committee) • Elements APRC <p>Trustees asked about safeguarding and behaviour incidents being high at Elements. They asked if an action plan would be monitored by the APRC and whether behaviour and safeguarding would be separated out or be part of one collective report. JG explained that the incidents were managed by the team because it was a new school and the children were settling. AMO explained that there were no current concerns about behaviour incidents at Elements. A full safeguarding audit had been carried out as well as two follow ups and she was assured about the progress being made. The link governor for safeguarding had carried out a visit and fed back on this at the Elements APRC this week. JG noted that information on safeguarding and behaviour was presented by the Head at each meeting as well. The CEO explained that VW had realised that safeguarding and behaviour needed to be separated out for reporting purposes.</p>	
5	<p>Executive Summary</p> <p><u>Matters for Approval</u></p> <ul style="list-style-type: none"> • <u>INSET Days:</u> The CEO presented the recommendation for an additional INSET Day 23/24 to take the form of a Trust-wide training day on 29th January 2024. This would develop a sense of identity and belonging and would enable collaborative, high quality CPD to be delivered. <p><u>Resolved:</u> Trustees approved the additional INSET Day on 29th January 2024.</p> <ul style="list-style-type: none"> • <u>Contracts:</u> DB recommended the extension of the ICT (information and communication technology) provider (Alamo) and legal partner (Stone King) contracts for one year. These two contracts had not been set up as three-year contracts but as rolling one-year contracts. Given the need for continuity in these areas, DB 	

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recommended formally approving for a further year with a view to re-procuring at the end of next academic year.

Trustees asked if EAT received good service from both providers. DB confirmed that he was very happy with both suppliers and ICT came out well in two recent audits. **Trustees asked when the current contract were due to expire.** DB explained that because the contracts were currently set up on a rolling one year basis, there was no set date but renewal dates would be fixed at the re-procurement stage. **Trustees asked if other suppliers would be asked to tender at the re-procurement stage.** DB confirmed that they would. **Trustees suggested a strategic procurement plan be put together via an approved framework and that this should be considered in line with the digital strategy.**

Action 5.1: DB to put together an action plan for procurement processes.

DB

Trustees asked DB to recommend the timing of contract expiry based on his experience. DB explained that he would usually try to stagger contracts so they that they were not all due for renewal at the same time. He recommended setting up the big contracts on 3 year term with the option to extend for a further two 2 years but this could be staggered across the year as part of the procurement strategy. **Trustees asked what the rationale was for renewing the ICT and legal contracts now rather than as part of a wider strategy.** DB explained the need for continuity of support with ICT and legal whilst new academies were coming on board.

Trustees asked if EAT paid Stone King a monthly retainer or whether they were paid per job and if it was good value. The CEO confirmed that it was a monthly retainer. LC reported that EAT used Stone King frequently for HR and the monthly retainer included two hours. They did not charge for extra work unless absolutely necessary. Stone King provided good value for money and they were a good sounding board. The CEO added that it was a good, trusting relationship and that separate billing over and above the monthly retainer was predominantly for additional legal work relating to new academy conversions.

Trustees noted the need for a robust assessment of suppliers as part of the approved procurement framework. DB agreed that next time round ICT and legal services would go out to tender.

Resolved: Trustees approved the extension of the ICT Provider (Alamo) and Legal Partner (Stone King) contracts for one year.

It was agreed that oversight of the procurement strategy would be delegated to FARC.

MN

Action 5.2: Clerk to add procurement strategy to FARC work plan.

- **People Strategy:** LC presented the People Strategy, which stated EAT's commitment to its people and the Trust's USP (unique selling point). It was a working document that required flexibility to adapt to the market and a growing Trust and had

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operational action plans sitting below it. The HR team was now more fully staffed and could be more proactive but was still balancing operational and strategic work. Key areas were attraction and recruitment and leadership and culture. Work had already started on the attraction and recruitment elements of the strategy.

Trustees asked how the People Strategy could be prioritised and planned to ensure progress could be made and how the Board could support with this. LC explained that she had an action plan for each area and was using the score card in line with the Trust big moves / strategic priorities. This would be RAG-rated each term for the next three years and LC suggested this could be reviewed twice a year by the Board.

Action 5.3: Clerk to add a twice-yearly review of the People Strategy to the Board work plan. MN

Trustees asked if the APRC had their own people actions as a result of the overall Trust People Strategy. LC confirmed that this could be developed.

Trustees asked how the message was spread about the attraction strategy. The CEO explained that this was linked to the key development goal of changing the narrative relating to AP. EAT had recently secured a regular column in an education journal, which would be an opportunity to influence. AMO reported that EAT had just set up a relationship with a teaching school hub that was aligned to EAT's values. EAT would contribute to teacher training, leadership qualifications, matching candidates to schools etc and this was a way of getting the message out. LC referred to some work with the universities to develop an outward facing message with support from Engaging Education. The impact report was now on the first page of the recruitment portal. One of the HR team had been representing the Trust at job fairs and there had been recruitment open days in the past 12 months as well. GC confirmed he was happy to join in any of these events and be a champion for the Trust.

Action 5.4: GC to liaise with LC about supporting recruitment and attraction events. GC

Trustees referred to the communications strategy and how this could link with the People Strategy. They suggested looking at priorities and costing them out in terms of what was achievable. Trustees asked if there was any focus on AP in PGCE courses. The CEO explained that AP/SEN made up only a very small element of PGCE courses but EAT was using opportunities to share experiences with universities on this. **Trustees asked if EAT could develop its own teaching hub.** AMO explained that this was not a possibility hence the need to link with the local teaching hub that aligned with EAT's values.

Resolved: Trustees approved the People Strategy.

- **Equality Objectives:** AMO presented the equality objectives, which had previously been approved by the Board and had been revised further into more specific objectives by the new Trust-wide EDI (equality, diversity and inclusion) Lead.

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Trustees asked if this included pupils as well as staff. AMO confirmed that the objectives included pupils and staff. The CEO explained the need to review and approve the equality objectives annually due to the frequently changing cohorts at EAT's academies.

Resolved: Trustees approved the revised equality objectives.

- **Trustee Appointment:** The Chair reported that Andy Percival was introduced to EAT via a contact with AMO. Andy was the Principal of Southway, which was an alternative provision for KS3 and KS4 within the Rodillian Multi Academy Trust. The possibility of Andy joining the Learning & Achievement Committee as a co-opted member had originally been discussed but the Chair and the CEO had reflected that, due to quoracy and voting rights, this would not add much value and a full Trustee role would be more beneficial. As part of the recruitment process, Andy attended an interview with the Chair and subsequently visited Ethos College and Evolve Academy to enhance his understanding of the Trust, where he met with the Director of Education, before coming back together with the Chair to further discuss the remit of the governance role and the commitment required. He had full buy-in from his Trust to support EAT as a Trustee.

Trustees agreed that Andy Percival would be a good candidate provided that he could commit the time to the role. Trustees asked if EAT could give something back to Andy's Trust in terms of collaboration. AMO noted that Andy would be able to develop local AP links by joining the Board, which would benefit him in his role developing AP within a predominantly mainstream Academy Trust.

Trustees recommended to Members the appointment of Andy Percival as a Trustee.

Action 5.5 : Clerk to send the Trustee recommendation for Members with the request that they formally appoint Andy Percival via written resolution.

MN

- **Springfield:** DB explained that a second site had been identified for Springfield. Wakefield LA was confident that lease surrender by the existing occupation would happen before 24th April to enable EAT to take on the lease by 1st May in time for the planned conversion date of 1st May but the condition survey may delay this. The LA would retain liability for the building under a 25 or 30 year lease. Following discussion with the LA, options were as follows:
 - Wait until the full lease was secured then select a conversion date (into next academic year)
 - Agree to a tenancy at will, which would be a legal commitment to enable the LA to enter into a 25-30 year lease with EAT in due course but not necessarily at the date of conversion. EAT would be able to occupy the building but would not be able to carry out any work until the full lease was in place.

Trustees expressed concern about EAT's negotiating position regarding the condition survey if the Trust was already occupying the building. The CEO confirmed that the LA had committed to being liable for putting right any issues identified in the

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survey prior to conversion. DB noted that the proposed 25-30 year lease would mean that the LA would retain the liability for the building rather than a 125 year lease which would pass liability to EAT. **Trustees asked what would be able to happen whilst waiting for the lease to be agreed.** AMO explained that the new Executive Head would be starting after Easter and work would need to start on school improvement and recruitment from Easter. The CEO confirmed that EAT were checking in on progress in relation to key areas of due diligence since making the original agreement to convert, e.g. finances, safeguarding. LC noted that there had been some changes to the staffing profile and the confirmed staffing list was pending. The Executive Team confirmed that today's request for approval was about the lease, as the conversion was approved. If anything significant arose it would be brought back to the Board for further discussion. **Trustees asked if there was just the teacher's pay rise to consider in terms of the finances.** DB explained that this had been agreed based on costs at the time, which gave a small surplus. The cost base has now changed and the discussion with the LA tomorrow would be about whether the funding envelope needed to change. There would be no need to defer to the Board unless there was a significant change, e.g. a much smaller surplus or no surplus at all. DB would update the Board on progress regardless.

Trustees asked if it was better to opt for the 1st May conversion date rather than wait until the next academic year. The CEO confirmed that 1st May was preferable from a child-centred point of view to ensure that the school could open and the Executive Head would be in place to begin to drive school improvement. From an HR and finance point of view this was more challenging. Trustees asked if the 25-30 year lease was in EAT's interest. The CEO explained there was a caveat that the lease could be extended further five years before the end date. Legal advice was that this was good for second sites and satellite sites.

Resolved: Trustees approved the agreement of a tenancy at will prior to conversion.

Finance, Audit, Risk and Estates

Trustees noted that the Elements budget review had been highlighted as a risk and asked if there was an action plan. DB confirmed that the Executive Team were confident that there was a support package from Rotherham Metropolitan Borough Council (RMBC) up to the end of March and the figures were clear. RMBC had agreed full capital funding for additional classrooms. However, the financial situation from the end of March was dependent on reaching pupil capacity and was less clear. The Head and SBM had been tasked with looking at the pupil profile and funding per pupil, which they would run through the budget with the aim of having something more concrete for after Easter. **Trustees asked what the risk was.** DB explained the risk was that Elements did not reach capacity quickly enough.

Trustees asked when the building work would be completed. DB reported that some of the work would take place over Easter to bring capacity up to 125 pupils. The next stage would

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take place in June / July to accommodate up to 135 pupils. Depending on the profile of the pupils, Elements might be able to get above 135.

JG left meeting at 17:30

Trustees asked if staff were in place to teach the additional pupils. The CEO explained that staff were not in place yet, as the funding from the pupils was required before staff could be recruited. **Trustees asked for worst case scenario.** DB noted there were non-staffing costs to consider as well. If there was more than a £150k loss for the March to September period that would be concerning but any figure up to that would be acceptable. **Trustees asked for the best case scenario to reach the required pupil capacity.** DB explained that, as Elements would not be at capacity from the end of March to the end of September there was likely to be a loss for those months but RMBC had committed to break even up to September. The best case was some loss.

Action 5.6: FARC to discuss updated forecast at April meeting (re Elements but also wider budgetary pressures across the Trust, e.g. the Kirklees tenders) and consider an action plan. This would be prioritised on the agenda over risk appetite discussion.

DB / GC

DB noted that he would separate out the structural problems in the Elements budget for further discussion with RMBC.

Trustees asked about the £2m funding for education agreed in the government budget. DB explained this was very clear for mainstream but was filtered through the high needs block and the two different elements of funding for AP (alternative provision) but was not as transparent. The CEO noted that there were huge differentials nationally between different LAs regarding AP funding.

Trustees noted the risk of the tender not being awarded for the Kirklees academies. The CEO explained that EAT had submitted strong tenders but there was the cost element to consider, as EAT would not be the cheapest option. The Trust had positioned itself in terms of expertise and recent Ofsted outcomes. The notification of the outcome would be on 17th April 2023. **Trustees asked if other providers had tendered.** The CEO confirmed that several other providers had submitted tenders. There was a risk that EAT would not get the pupil numbers they wanted. However, the good relationship between EAT and the Kirklees LA was noted.

Trustees asked about the AP Free School in Kirklees. The CEO confirmed that this tender had already been submitted and that Kirklees had also worked with another Trust to submit another application.

Action 5.7: FARC and Executive Team to revisit the growth strategy regarding free schools and AP mapping.

DB / GC

It was confirmed that the new format management accounts were now in place with a revised (shortened) timetable for completion and a regular update of predicted reserves. Trustees received this information electronically on a monthly basis

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Governance Planning

The Chair explained the statutory requirement for a link Trustee for Safeguarding and SEND Local link roles were discretionary but particular roles had been added at APRC level (SEND, Pupil Premium and Safeguarding). The addition of other link Trustee roles was being considered and the Chair had discussed with AMO the possibility of a calendar for link Trustee visits with planned areas of discussion. One option would be to have a link Trustee aligned with a strategic objective.

There was some discussion about how link Trustees could be of value to the Executive Team. Finance, H&S, risk etc was already covered by FARC and therefore did not need a specific link representative. AMO noted the value of conversations with GC on data. It was suggested that senior leaders place some demands on Trustees in terms of a link role.

Action 5.8: Chair / CEO to consider link Trustee roles and link APRC roles further and come back to Board with a plan for 2023/24.

VDG /
JF

Learning and Achievement

AMO presented an update on the MAT assurance framework for all the academies. This was termly information from school improvement visits. Red areas were picked up by AMO to direct school improvement work. A process of collaboration for KPIs involving the professional networks, Executive Team, Heads, staff etc had begun and this would underpin the RAG rating from this point forward.

[Confidential items redacted and included in separate, confidential minutes.]

Action 5.9: AMO to include school improvement RAG rating (which was presented termly to the Learning & Achievement Committee) in the Board pack once per term.

AMO

Whilst there was concern about the rate of improvement, Trustees were assured that plans were in place.

AMO presented the benchmarking education data, which was collected termly and presented to the Learning and Achievement Committee each term.

Trustees asked about the serious incidents at Evolve and Engage. AMO explained that a serious incident was defined as something which risked causing harm to the pupil, their peers, staff, school property or caused whole school disruption. She explained that younger children had a higher instance of dysregulation and therefore the increase in serious incidents at Engage was linked to the increase in pupil numbers. The number of incidents at Evolve related to the other issues already discussed.

AMO presented the holistic progress measures and explained that this provided a better picture of progress based on the barriers that some young people face. She noted that the Ofsted inspector at Engage and Ethos College was very interested in the personalised approach to progress measures.

Action 5.10: Trustees to attend a different Committee once a year to gain a broader insight.

All

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Trustees asked if the serious incidents could be given as a proportion of pupil numbers. AMO explained that this had been identified as an action by Heads as part of the KPIs and would follow in the next report. Trustees asked if the needs of pupils could be mapped to the destinations data, e.g. how many pupils with ASD went on to further education etc. AMO agreed that this was possible.

Action 5.11: AMO to add serious incidents as a proportion of pupil numbers and pupil needs mapped to destination data to the next Learning & Achievement report.

AMO

AMO noted the positive comparison with mainstream in terms of going on to further education.

AMO explained that the SEND needs analysis, as noted in VW's presentation would be completed annually.

Trustees asked if this would be used to inform recruitment and training. AMO explained it would inform training and help EAT consider the therapeutic provision that could be offered across the Trust.

It was ratified that the Behaviour Policies for Special School and Alternative Provision Academies, including the Trust Behaviour Principles had been approved by Trustees via email on 26th February 2023. The Special School Behaviour Policy would be adopted at Elements Academy and the Alternative Provision Behaviour Policy would be adapted for use in each AP setting.

Trustees thanked AMO for her presentation.

Strategic Priorities Update

The CEO presented on the Trust-wide strategic priorities and explained that there was an annual action plan at Executive level sitting behind this, which was revisited on a termly basis.

- Growth – Looking at successful onboarding, which had been piloted with Elements. An onboarding document had been developed for the work required pre-conversion and post-conversion and this would be amended based on experience of further conversions.

Trustees asked if there was a pre-cursor to this to support strategic growth, e.g. the types of school that would fit with the Trust and how EAT proactively sought out growth opportunities. The CEO confirmed that this was already in progress and could be brought back to the Board for further discussion. AMO noted the work currently being done on seeking out opportunities for offering school improvement support to schools that weren't currently in academy trusts.

Action 5.12: CEO to report back to Board on operational plan behind the growth strategy.

JF

- MAT summary evaluations – This was an inspection by Ofsted of the Trust as a whole and a self-evaluation on school improvement was in place at EAT, along with an initial

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action plan meaning EAT would be prepared for a potential MAT Summary Evaluation by Ofsted.

Action 5.13: CEO to provide MAT summary evaluation document at next Board meeting.

JF

- Outward facing communication strategy – raising the Trust’s profile and changing the narrative on SEMH (social, emotional and mental health) and SEND.

DB presented on the Finance, Audit, Compliance and Estates aspects of the strategic priorities.

- Estates strategy – To be focused on environmental sustainability. Phase one of this strategy had been mapped out.
- Development of business plan for growth strategies and budget sustainability – This would be worked on over the next couple of months.

Trustees suggested referring to the business plan as a growth plan. DB agreed.

- Development of digital strategy – MIS (management information system) had been procured and would be up and running for the next academic year. A new staff intranet site was due to be rolled out.
- Completion of long-term finance strategic plan – This would be a sector leading finance function focused on efficiency and automation.

Trustees asked what a sector-leading finance function would be. DB explained that benchmarking could be used to assess this. **Trustees asked if these areas of focus were operational or strategic and whether they could be monitored by the Board.** DB confirmed that he would want Board agreement on each area of these plans.

LC presented on People & Culture elements of the strategic priorities.

- Development and implementation of People Strategy – Considering how to bring the new schools on board as part of this. HR systems to be considered, e.g. Every vs other systems.
- Talent and attraction strategy – Recruitment and retention remained a challenge.
- Leadership and culture – Re-invigorating the coaching culture for new staff and middle leaders. Appraisal systems and growth conversations to inform workforce planning. Separating pay awards from appraisal.

Trustees asked about the staff survey. LC explained that the wellbeing “pulse” survey carried out in February 2023 was optional and did not have a high return rate (90 staff). The full survey in April would have a higher return rate, as staff would be given time to complete it. It was not possible to conduct a like for like comparison from the pulse survey due to new academies joining. There would be a “you said, we did” report in the staff newsletter. Some actions had already been put in place. **Trustees asked if there were any concerns.** LC confirmed that she had no concerns, based on the small sample and the fact that new academies were included. There were no surprises. The free text responses were helpful for eliciting information to enable improvements.

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	<p>AMO presented on the Learning and Achievement aspects of the strategic priorities.</p> <ul style="list-style-type: none"> Implementation of Trust-wide school improvement strategy. Hosted first SEMH conference in the region with 50 delegates. Good feedback was received and delegates indicated they would attend again. This had enabled partnerships with other Trusts. Developing a training package – Huddersfield university and mainstream schools. Developing Trust lead practitioners – Sharing best practice and enhancing professional development. <p>Trustees suggested an annual update on the strategic objectives in October each year, e.g. a review of progress to date and areas of focus for the forthcoming academic year.</p> <p>Action 5.14: Clerk to put review of strategic objectives on agenda for October Board meeting.</p>	MN
GOVERNANCE & COMPLIANCE		
6	Trustee Recruitment Update and Recommendations	
	This had already been discussed under items for approval within agenda item 5.	
7	Meeting Reflections	
	Trustees suggested developing a strategy around recruiting Trustees. The Chair explained that there were three potential candidates in the pipeline plus Andy Percival. There had been a good turnout at the virtual recruitment session.	
8	Any Other Urgent Business	
	There being no further business, the meeting concluded at 19:00.	
9	Date of Next Meeting	
	Thursday 6 th July 2023 at 4pm.	

Action Points	Responsibility	Completion
• Action 5.1: Put together an action plan for procurement processes.	DB	June 2023
• Action 5.2: Clerk to add procurement strategy to FARC work plan.	MN	July 2023
• Action 5.3: Clerk to add a twice-yearly review of the People Strategy to the Board work plan	MN	July 2023
• Action 5.4: Liaise with LC about supporting recruitment and attraction events.	GC	May 2023
• Action 5.5 : Clerk to send the Trustee recommendation for Members with the request that they formally appoint Andy Percival via written resolution.	MN	31/03 2023 (completed)

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST BOARD OF TRUSTEES MEETING MINUTES

Thursday 30th March 2023 at 4pm

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| <ul style="list-style-type: none"> • Action 5.6: FARC to discuss updated forecast at April meeting (re Elements but also wider budgetary pressures across the Trust, e.g. the Kirklees tenders) and consider an action plan. This would be prioritised on the agenda over risk appetite discussion. | DB / GC | 27/04/2023 |
| <ul style="list-style-type: none"> • Action 5.7: FARC and Executive Team to revisit the growth strategy regarding free schools and AP mapping. | DB / GC | June 2023 |
| <ul style="list-style-type: none"> • Action 5.8: Chair / CEO to consider link Trustee roles and link APRC roles further and come back to Board with a plan for 2023/24. | VDG / JF | September 2023 |
| <ul style="list-style-type: none"> • Action 5.9: Include school improvement RAG rating in the Board pack once per term. | AMO | Ongoing |
| <ul style="list-style-type: none"> • Action 5.10: Attend a different Committee once a year to gain a broader insight. | Trustees | Ongoing |
| <ul style="list-style-type: none"> • Action 5.11: Add serious incidents as a proportion of pupil numbers and pupil needs mapped to destination data to the next Learning & Achievement report. | AMO | June 2023 |
| <ul style="list-style-type: none"> • Action 5.12: CEO to report back to Board on operational plan behind the growth strategy. | JF | 06/07/2023 |
| <ul style="list-style-type: none"> • Action 5.13: CEO to provide MAT summary evaluation document at next Board meeting. | JF | 06/07/2023 |
| <ul style="list-style-type: none"> • Action 5.14: Clerk to put review of strategic objectives on agenda for October Board meeting. | MN | October 2023 |

Agreed as an accurate record

Signed: Print Name:

Dated: