

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

Thursday 7th February 2019 at 5.00pm

Present:	Graham Dewhirst	Trustee
	Andrew Rawson	Trustee
	Jane Acklam	Trustee
	Lorraine Absolon	Trustee
	Marcus Newby	Trustee
	Charles Haygarth	Trustee
	Rob Whitehouse	Trustee
In Attendance:	Jayne Foster	CEO + Head Teacher (Ethos College)
	Tracy Jackson	CFO
	Jo Firth	Potential Trustee
	Diane Dunn	DSL (Ethos College)
	Martin Ridge	Headteacher (Reach Academy)
	Jane Viney	Clerk to the Committee

Item		Action
1	<p>Welcome and Apologies for Absence:</p> <p>The Chair welcomed everyone to the meeting including potential new Trustee Jolene Firth. Apologies for absence had been received and accepted from Victoria del Giudice (Chair). Lorraine Absolon agreed to chair the meeting. Trustees were asked to consider volunteering for the role of Vice Chair for 2018/19 and should contact the chair if interested.</p>	
2	<p>Minutes of Previous Meeting 6th December 2018:</p> <p>The spelling of the surname Absolon needs correcting and Charles Haygarth is not currently registered with the FCA.</p> <p>Subject to these amendments the minutes were unanimously agreed as an accurate record and signed by the Acting Chair.</p>	
3	<p>Welcome to Reach Academy</p> <p>The Head Teacher had prepared a slide presentation with photographs to show to Trustees.</p> <p><u>Background:</u></p> <p>Admission to Reach is either through permanent exclusion day 6 provision (KS3) or 'Step Out' placements – a 12 week programme for those KS3 pupils at risk of p/ex. The academy works with the Behaviour and Attendance Collaborative on this to provide an alternative to exclusion.</p> <p>The Outreach Team and the Exclusions Commission is managed by the HT and supports schools with SEMH early intervention.</p> <p>Admission numbers are not known in advance but 22 Kirklees schools use the provision at Reach.</p> <p>Currently there are 42 pupils at Reach – 55% step out places and 45% p/ex day 6 provision. The Academy offers high quality provision and learning through supportive interaction and personalised interventions.</p> <p>The curriculum is based on that of mainstream for the majority of pupils including core subjects taught each morning.</p> <p>There are academic and SEMH interventions along with a bespoke curriculum based on the</p>	

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pupils needs and interests.

The Daily Routine:

Staff are always on duty to meet and greet on a morning. Most pupils arrive by taxi.

Assemblies are held every morning with Rewards Assembly on a Friday.

There are 2 academic lessons (50minutes each) followed by a break and then 1 more academic lesson.

There is a 30 minute lunch break where pupils and staff eat together. This is followed by 2 further 50 minute sessions and finally Tutorial Time (15minutes) at the end of the day to evaluate and plan for the next day.

Interventions:

These are planned following a SNAP assessment which includes details from the pupils previous school on what strategies have been used and what works and what does not. Reach then personalise interventions on a 'needs basis' including pupil interests and engagement.

The academy also works hard on parental engagement to build relationships between the parents and pupils.

There are also various 'fun' activities and fundraising events that take place.

Successes:

Attendance for the whole cohort last year was 82.47% compared to pupils previous attendance of 71%.

55% of pupils were reintegrated back into mainstream school.

17% successfully transitioned into a specialist provision and 4% went to Ethos College.

27 EHCP assessments were completed in 2017/18 for pupils attending Reach.

The academy receives thanks from many parents for the work done with pupils.

The DFE vision for Alternative Provision is that:

- Every child receives a good education in alternative provision
- Every child can make a successful transition out of alternative provision.
- Alternative Provision is not a long term solution.

Trustees thanked the Headteacher for the informative report.

Strategy and Planning

4 Safeguarding Across Ethos Academy Trust – Presentation by D. Dunn (DSL at Ethos)

The aims of the presentation is to provide Trustees with an overview of the breadth of areas covered by safeguarding, the roles/responsibilities/systems and processes across the Trust and the identified areas of strength and areas for further development.

Safeguarding is an 'umbrella' term because it touches every aspect of school life such as attendance, safer recruitment, staff conduct, health and safety and child protection.

Context (slide 3):

The Trust look after the most vulnerable children with very complex needs so therefore it is vital to have a high teacher / pupil ratio. Currently there are 2 teachers to every 8 pupils as well as support staff.

At Ethos College, most students travel to school in minibuses which pick up at Huddersfield bus station. Pupils have to make their own way to the bus station so this develops their

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independence. EHCP pupils normally travel in taxis.

Staff are taught safer working practices so they can ensure their own safety. It is also crucial when staff are working off site in pupil's homes that they have clear guidelines on how to stay safe.

Safer Recruitment practices ensure that the Trust has the right people in place.

Roles and Responsibilities:

Trustees are expected to check that Safeguarding processes and procedures are in place and followed. They need to challenge senior leaders to demonstrate this by providing evidence. The CEO, Headteachers, DSL's and Deputy DSL's all have clear roles however all staff have a responsibility for safeguarding. There should always be a DSL or deputy on site and DSL should be a member of the SLT.

Systems and Processes:

The Strategic Development Plan includes Safeguarding priorities.

Schoolpod (MIS) is used to keep all information on attendance, safeguarding concerns, behaviour etc in one place.

Multi Agency approaches – the Trust works with YOT, Social Care, the Police, School Health Advisor, Drug and Alcohol abuse support service etc.

Training – all staff are given Level 1 Safeguarding training as part of the induction process.

All must sign to say they have read and understood the KCSIE guidance.

Policies – the Trust has adopted the Kirklees Safeguarding and Child Protection policy but may look elsewhere to fill the needs of the schools. Recently there has been some collaborative work on Safeguarding between Kirklees and Leeds LA.

Current Issues:

- CSE – very aware of pupil vulnerability in this area across all the schools.
- PREVENT – working in schools with the pupils and staff to prevent and identify those vulnerable to radicalisation and extremism.
- Knife Crime
- County Lines - moving people around to exploit young people
- Online Safety – management of this is huge.

Strengths:

- Consistently 'good' OFSTED reports
- Culture of Safeguarding is everyone's responsibility
- High Quality, frequent training
- Relationships between staff and pupils/parents/carers
- Sustained focus on attendance.

Areas for Development:

- Consideration to be given to a centralised Trust Single Central Record (SCR) in a standardised format.

Trustees suggested that a separate SCR should be maintained for each school but a standardised format would be useful.

- Implement Trust wide training via 'The Key'.
- Review of Safeguarding policy and related policies.

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	<p>Trustees recommended using NSPCC or Barnardo’s to compare policies rather than The Key.</p> <p>As Safeguarding is a Board responsibility the Trust needs to audit Trustees understanding of Safeguarding. The CEO has arranged a Safeguarding Audit for all three schools and the results will be shared with Trustees.</p> <p>Questions were invited.</p> <p>Trustees commented that the DSL at Reach is not a member of the SLT but the extended SLT this may need to be amended on documentation.</p> <p>Trustees asked if Domestic Violence was part of safeguarding. It was confirmed that this is part of the remit for safeguarding and IDAS provide some good online training on Domestic Violence and PREVENT.</p> <p>Trustees requested a document outlining skills and knowledge necessary for safeguarding be emailed out. It was reported that there is a document for Boards on Safeguarding which includes questions that should be asked. This could be circulated so Trustees can read through it and identify needs. The CEO invited Trustees to attend training on Safeguarding when it is provided in the schools. Dates will be circulated.</p> <p>Trustees suggested a tick list or bullet points for Safeguarding competencies be provided and circulated via email.</p> <p>Trustees asked what evidence could be used to check how the schools were implementing Safeguarding procedures. The CEO reported that the Safeguarding Audit by external providers will inform Trustees of how well the schools are fulfilling their duty of Safeguarding. It was also pointed out that the Link Trustee for Safeguarding should report back to the Board each year to describe the checks done to ensure Safeguarding processes and procedures are in place and being followed. This would give confidence to the board.</p> <p>Trustees thanked DD for the report.</p>	<p>LAB</p> <p>CEO</p> <p>LAB</p>
<p>5</p>	<p>Business Plan / Staffing Structure CEO/CFO</p> <p>The plan had been produced following discussions at the last Board meeting around the concerns over the capacity of the central team. The Executive Team have looked at 2 models which are fit for purpose in the short term and adaptable for the long term. Model 1 on the document circulated is the current staffing structure. Model 2 is the proposed model for this stage of the Trust’s developments.</p> <p>The proposal is:</p> <ul style="list-style-type: none"> • to bring HR services in-house • to recruit a Chief Operations Officer to lead on Health and Safety, Premises and marketing • CEO to increase to FT from 0.6FTE. There is a member of staff at Ethos that could become Acting Head for 1 year and the Trust could then recruit a Headteacher. • Provision of a PA for the Executive Team – this is a realignment of existing staff • To recruit a Deputy CFO – the current internal model is not sustainable. The Trust have bought in additional support from an external source. The proposal would be for 0.2 external candidate as Deputy CFO. <p>Trustees questioned why the School Improvement 0.2FTE has been removed (it is in</p>	

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Model 1 but not Model 2) how would this be covered. It was reported that this could be covered by the CEO or additional support could be bought in as and when required.

Trustees sought clarification that the HR 0.5FTE and COO 0.5FTE were new roles and all the other roles in model 2 were just changes to existing roles. This was confirmed.

Trustees recommended that the HR person appointed should hold relevant qualifications (CIPD or similar). Questions were asked as to the likelihood of recruiting to part time positions. It was reported that it should not be a problem.

Trustees also recommended that there be discussion around what qualifications and skills were priorities for the COO as the remit is broad and it is difficult to recruit someone with all the relevant skills, experience and qualifications.

Trustees asked if the COO would take on some tasks currently part of the remit of the CFO. This was confirmed. Trustees were informed that the proposal is based on careful consideration of what other trusts use and find successful.

Trustees questioned where the extra £64k to fund model 2 would come from. The CFO reported that the top slice funding charge to the schools will be increased to 4%.

Trustees enquired whether the model gives extra capacity for now and allows for future growth. This was confirmed.

Trustees expressed concern that the CEO giving up the Headteacher role at Ethos but taking on the School Improvement role for 3 schools did not appear viable. The CEO reported that the SI function would be undertaken in co-ordination with other colleagues and an external professional bought in.

Trustees were also concerned at the ability of the inexperienced Deputy Head at Ethos stepping up to Acting Head. The CEO will mentor the Acting Head. **Trustees asked if there was a risk associated with this appointment.** There is a very strong SLT at Ethos who would also support the Acting Headteacher. There is a risk of not taking this action. Recruitment would be difficult as the proposed Acting Head is a 'good fit' for the School and the Trust ethos. **Other Trustees expressed confidence in the proposed Acting Head.**

Trustees unanimously approved the proposal to restructure the Central Team as outlined in Model 2.

6

CEO Report (circulated prior to the meeting)

The bid for the Bradford Free School had been unsuccessful. The CEO's reflections on the process are included in the report. The CEO has received feedback from Bradford LA. They stressed that the decision was from the DFE and they had not appointed anyone to the project.

The weaknesses identified were:

- Context - differences between PRU and a Special School (Ethos did not see there was a significant difference whereas Bradford did).
- Complexity of needs of pupils in a free school not sufficiently outlined
- Concern over the capacity of Leadership and Governance
- No proven track record of opening a special school.

Strengths:

- Passion

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	<ul style="list-style-type: none"> • Knowledgeable – if the bid had been for a PRU it would have been successful • Curriculum Planning was well thought out • Therapeutic provision as well as other provision. <p>The team will learn from this feedback and be in a stronger position to make a bid for the Kirklees Alternative Provision in the Spring.</p> <p>Trustees asked if the experience would deter the trust from going out of area again. It would not.</p> <p><u>1.2 KPI Document</u> – this is a work in progress and Trustees were invited to send any questions or feedback to the CEO. To be placed on the Agenda for the next meeting.</p> <p><u>1.4 Stakeholder Voice</u>- questionnaires for pupils, parents and staff had been circulated and results collated. Outcomes were presented in Appendix 1. Most feedback very positive. SLT at individual schools are looking carefully at the results.</p> <p><u>1.5 Policy Schedule</u></p> <p>The CEO requested that consideration be given to delegating some of the policy reviews to committees. Clerk to check scheme of delegation. The schedule is a work in progress and Trustees were invited to send comments / feedback to the CEO. The schedule will be placed on the website once completed.</p> <p><u>2.1.1. Recommendation</u> The CEO reported that the proposal for Exceptional Needs Provision is being remodelled and 1 or 2 Trustees are required for a working party to review the proposal. RB and LA agreed to be part of the working party.</p> <p><u>3.1.1 Trust Strategic Development Plan Update</u>- this has been reviewed and updated with a evaluation/summary. The Board needs to take ownership of this document at a strategy session, hosted externally was suggested.</p> <p>Trustees unanimously agreed that a strategy session be booked over the next term.</p> <p>The Trustees thanked the CEO for the thorough report provided.</p>	<p>All Clerk</p> <p>Clerk</p> <p>RB/LA</p> <p>CEO</p>
7	<p>Committee Reports and Priorities</p> <p><u>Finance, Audit and Risk Committee</u></p> <p>Audit report had been received and discussed. Policies have been approved and are in line with sector practice. There has been improvements in the quality of finance reports and the committee has identified a risk management framework.</p> <p>Challenges identified:</p> <ul style="list-style-type: none"> • KPI's – there is no benchmarking data available • Capacity of CFO • Exceptional Needs Funding – main variance on budget (to be recorded separately going forward). • Procurement Audit – provided observations and feedback and actions are required around approval of payments and connected party transactions. <p>The committee have requested an Action Plan be drafted to address the audit findings.</p> <p><u>Standards Committee</u></p> <p>The Pupil Premium report had been received and discussed. £41k of this funding has been lost to the Trust. The home school should not be receiving the funding if they are not educating the pupil it should come to the PRU for the weeks they are on roll.</p>	

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	<p>Policy wording was discussed and where policies refer to provision for vulnerable learners or working with vulnerable learners it needs to clearly state what is classed as ‘vulnerable’.</p> <p>Data – RW is to work with Reach Academy on interventions and precision teaching.</p> <p>Careers Policy and Careers Access Policy were both approved.</p>	
	Governance and Compliance	
8	<p>Board Membership Update</p> <p>Jolene Firth (CV circulated) is proposed as a new Trustee. Jo has expertise in Health and Safety, Environment, Facilities and Estate Management and Construction. He skills set will be very useful in working with a COO.</p> <p>JF left the room to allow Trustees to discuss the proposal.</p> <p>MN proposed accepting JF as a new Trustee, seconded by CH.</p> <p>Trustees unanimously recommend that Members appoint Jolene Firth as a Trustee of the Ethos Board.</p> <p>The Chair reminded Trustees that the Board does not currently have a Vice Chair. There were no volunteers at the October meeting. Expressions of interest to the Chair (VDG) as soon as possible. If there is no response a new Trustee will be recruited.</p>	All
9	<p>Trustee Role Descriptions (circulated prior to the meeting).</p> <p>The document is a draft to use for future recruitment of Trustees. It was discussed and it was suggested that Link Trustees should receive feedback and it was agreed that informal feedback would be through the chair.</p> <p>Trustees unanimously approved the Trustee Role Description and Person Specification.</p>	
10	<p>Statutory Documents and Policies</p> <ul style="list-style-type: none"> ○ Keeping Children Safe in Education 2018 – Trustees signed to indicate they had read and understood the document. ○ Statement of Procedures for Dealing with Allegations of Abuse against Staff – this has been updated. <p>Trustees commented that the document was more about Safeguarding and Child Protection than the process for dealing with an allegation against a member of staff. It was recommended that the procedure just make reference to the policies and not quote from them. The flow chart needs to be larger as it is too small to read. Trustees requested that the suggested amendments be made and it be brought back to the next Board meeting.</p> <ul style="list-style-type: none"> ○ Behaviour Principals – needs to go on website. <p>Trustees asked if the sanctions are shared with all parties i.e. pupils, parents, staff. This was confirmed.</p> <p>Trustees expressed concern that the section on Rewards is very brief but the section on Sanctions is quite lengthy and asked that this be more balanced.</p> <p>Trustees unanimously approved the Behaviour Principals with the above amendment.</p>	<p>CEO Clerk</p> <p>CEO</p>
11	<p>Risk Register Update (circulated prior to the meeting)</p> <p>The front sheet of the document is an overview or main risks and the full risk register is on the following pages. The Board only need to discuss the key risks. It was explained that the</p>	

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	<p>residual risk (shown on the right hand side of the document) is the focus for Trustees. There are no 'red' risks as they have been treated and are amber. Trustees were encouraged to look through the individual risks and these could be discussed at a later meeting. The Framework document will be presented at the next meeting and this will outline how new risks are identified and added to the register and how the numbering system works. The Executive team are to test the document. Some of the amber items will have turned green as a result of decisions made at the meetings today. The register will be placed on the Trustee shared area of the website. If Trustees identify any risks that are missing or have any questions please email the CFO.</p>	CFO
<p>12</p>	<p>Matters Arising/Actions Update from Minutes of Meeting 06/12/2018 All action points completed apart from 1 which is due at a later date. There were no matters arising.</p>	
<p>13</p>	<p>Any Other Urgent Business The Scheme of Delegation has been amended – minor changes from HR consultant were explained. Trustees unanimously approved the changes.</p>	
	<p>Date and Time of Next Meeting:</p> <ul style="list-style-type: none"> ○ Thursday 4th April 2019 at TBC <li style="padding-left: 20px;">Committees at 3.45pm <li style="padding-left: 20px;">Board of Trustees at 5.00pm 	

Agreed as an accurate record

Signed:Print Name:Date:

Summary of Action Points:

Summary of Action Points:	Who?	When?
• Review Performance Management Policy	Pay Comm	by July 19
• Draft Strategic Plan and reporting cycle – termly up-date	CEO	ongoing
• Circulate Safeguarding Document for Trustees	LA/Clerk	ASAP
• Produce checklist of Trustee skills/competencies re Safeguarding	LA	ASAP
• Circulate Safeguarding Skills document to Trustees	Clerk	ASAP
• Circulate Training Dates to Trustees	CEO	ASAP
• Feedback to CEO on KPI document	All	ASAP
• Policy Schedule – feedback to CEO	All	ASAP
• Check SOD re: approving policies	Clerk	ASAP
• Arrange Strategy Session (SDP) in next half term	CEO	by Easter
• Consider acting as Vice Chair	All	ASAP
• Amend Procedure for Dealing with Allegation against Staff	CEO	by April
And place on Agenda for next meeting	Clerk	by April
• Amend Rewards/Sanctions list in Behaviour Principles document	CEO	ASAP
• Produce Risk Register Framework document	CFO	by April
• Risk Register framework on Agenda for April	Clerk	by April