



**MINUTES OF A MEETING OF THE FULL TRUSTEE BOARD OF
THE YES ACADEMY TRUST HELD VIA MS TEAMS
ON 7TH JULY 2020 AT 4.00PM**

Trustees Present:

Tony Smith (TS)	Chair
Nic Brindle (NB)	CEO (<i>absent during Item 7</i>)
Ian Carden (IC)	(<i>arrived at Item 4</i>)
Lisa Carden-Doorey (LC-D)	
Rob Halsall (RH)	
Tim Haselwood (TH)	
Martin Howlett (MH)	(<i>absent during item 8</i>)
Belinda Logan (BL)	(<i>left at Item 13</i>)
Chris Wyatt (CW)	

Also in attendance:

Chris Heptinstall (CH)	Director of Business
Diane Murdoch	Clerk

PART ONE – NON-CONFIDENTIAL BUSINESS

The meeting commenced at 4:05pm.

		Actions
1.	<p>APOLOGIES AND ADDITIONAL OTHER BUSINESS (AOB) All Trustees were in attendance.</p> <p>AOB: Cyber Security Workshop</p>	
2.	<p>CONFLICT OF INTEREST TS is Chair of the Board of Governors of Alderley Edge Community Primary School and interim CEO of The Collaborative Educational Trust of Wilmslow (TCET). NB is on the Governing Board of Ridgeway Community High school. IC is the Head Teacher of Ridgeway Community High school in Burnley. LC-D is employed by Visyon in Congleton. MH is a trustee at Rainford Academies Trust. TH is the Business Manager at Tytherington School.</p> <p>Trustees agreed that with exception of MH's background in Cyber security in relation to Item 19 there were no declarations of interest that impacted on the agenda and discussions.</p>	
3.	<p>MEMBERSHIP</p> <p>a) There were no changes to the Board of Trustees. b) There were no Board of Trustee vacancies in accordance with the constitution. c) No terms of office are due to expire before the next meeting. d) The Trust confirmed that Trustee details are kept up to date on GIAS.</p>	

	<p>e) The Trust confirmed that applications for criminal record checks and Section 128 checks for all new Trustees are submitted within 21 days of their taking office.</p> <p>Q: Are DBS and Section 128 checks completed annually? A: The Trust completes Section 128 checks for staff and Trustees on an annual basis and staff DBS checks are updated every three years. ACTION: To check requirements/recommendations regarding frequency of DBS and Section 128 checks.</p> <p><i>IC joined the meeting.</i></p>	Clerk
4.	<p>MINUTES OF PREVIOUS MEETING AND MATTERS ARISING</p> <p>a) The Part One minutes of the Full Trustee Board (FTB) meeting held on 17th March 2020 were confirmed by Trustees and signed by the Chair for upload to GVO. ACTION: Signed minutes to be uploaded to GVO.</p> <p>b) The action log from the FTB meeting of 17th March 2020 was reviewed and updated:</p> <p>Induction Programme for new Trustees An Induction programme and handbook have now been drafted and will be finalised for use from September 2020. These will also be made available for use by the Local School Support Boards (LSSB's). ACTION: To finalise the induction programme and handbook.</p> <p>Banner The design of a banner to promote The Fermain and recruit governors to the LSSB has been agreed. Banners can be sited at Tesco's in Macclesfield and Crewe. Costs and timescale for the production of the banner are awaited. ACTION: To agree costs/timescale of banners.</p> <p>Counselling Support at The Fermain Trustees were advised that increased mental health support for pupils will be required due to the impact of COVID-19. Mental health issues may be a block to pupils returning or parents allowing pupils to return. Trustees noted that Visyon would be willing to work with the Trust to provide support. Funding may be available from the Cheshire Community Foundation, the Steve Morgan Foundation, Shine and the Pixel Fund. The National Lottery Community Fund has a range of funding available to organisations which can demonstrate a positive impact upon young people affected by COVID-19. ACTION: To investigate funding options. ACTION: To liaise with Visyon regarding a partnership project.</p> <p>Curriculum Plan</p>	<p>Clerk</p> <p>RH/NB</p> <p>CH/RH</p> <p>NB/CH LC-D</p>

	<p>The curriculum plan is ready for delivery from September 2020. Trustees conveyed their thanks to Emma Sandbach at The Fermain for her work in completing the plan.</p> <p>LSSB Staffing Structure Review Mechanism This now forms part of the Trust KPI's and is reported as a percentage spend on staffing against the budget.</p> <p>Visit Proforma Trustees were invited to become more involved within the Trust schools to witness first-hand the impact of the work undertaken. This could be through a link either to a particular school or to a role across all the schools. A template for link visit reports has been developed and will be uploaded to the GVO for completion by Trustees following each link visit. All visit reports help inform Trustees knowledge.</p> <p>ACTION: To consider areas of interest/expertise for link roles in schools and submit requests to TS to collate. ACTION: To upload visit proforma to the GVO.</p> <p>All other actions were completed or ongoing.</p>	Trustees/ TS NB
5.	<p>CHAIR'S ACTION The Chair reported that no action had been taken under the Chair's Power to Act since the last meeting.</p>	
6.	<p>COVID-19 UPDATE/INFORMATION The Trust has reviewed and adapted to government guidance and have put measures in place ready to welcome all staff and pupils back to the schools on a full-time basis from September 2020. Each school will be treated as a bubble. The Trust is undertaking risk assessments for staff who work across sites. The schools have supplies of Personal Protection Equipment (PPE).</p> <p>All pupils have received online support and workbooks have been provided. Increased numbers of pupils have returned to the schools and each school has ensured that staff have physically seen each pupil every week.</p> <p>Trustees noted the credit due to the Headteachers and CH for undertaking the local Risk Assessments for The Fermain and Cornerstone. The Chair advised that he had reviewed the documents and they were professional and comprehensive. All school staff are on board with the risk assessments and looking forward to returning full-time in September 2020.</p> <p><i>NB left the meeting.</i></p>	
7.	<p>PART ONE REPORTS FROM COMMITTEES AND REPORTS FROM TRUSTEES WITH SPECIAL RESPONSIBILITIES</p>	

a) The minutes of the following committee meetings were received by trustees:

- Strategy committee – 17th June 2020
- Finance, HR and Premises committee – 22nd June 2020
- Education Standards committee – 22nd June 2020

Strategy Committee

MH spoke to the minutes and advised that the committee had considered the Trust's growth strategy and completed the CEO's performance management review.

Finance, HR and Premises Committee

TH advised that the committee had focussed upon the review and approval of the 2020-21 budget and the internal audit procedures.

Education Standards Committee

MH advised trustees that the committee had:

- reviewed the impact of COVID-19 upon exams and outcomes for pupils
- considered funding for Cornerstone and
- considered the impact of COVID-19 upon pupil welfare.

The Chair advised that he had visited The Fermain yesterday and been impressed with how well the school had maintained contact with all pupils and continued to support them during COVID-19.

From a safeguarding point of view, the Trust is confident that pupil needs are being met. The Fermain are considering the Alternative Provision (AP) funding for Year 11 pupils which will be provided by the Department for Education (DfE) and will submit a claim for funds detailing how the money would be used to support pupils until they can access college or work.

b) There were no other reports from committees.

c) There were no recommendations requiring the approval of the Board of Trustees.

d) There were no reports requiring the approval of the Board of Trustees.

e) Terms of Reference (ToR) for the committees were available on the GVO. The ToR for the Strategy committee were approved by Trustees.

Following the publication of the new Academies Financial Handbook for 2020-21, internal and external audit now need to be undertaken by different auditors. The external auditors are Murray Smith and the Trust is considering the appointment of new internal auditors. Trustees were advised that the ToR for the Finance, HR and Premises committee should be updated to reflect the separate audit and risk requirements.

	<p>ACTION: To update the ToR for the Finance, HR and Premises committee and upload to GVO for review and approval.</p> <p>ACTION: To review and approve the ToR for the Educational Standards committee via the GVO.</p> <p>f) Trustees agreed to delegate approval of curriculum plans to the LSSB's to enable individual schools to have autonomy over providing the best education for their cohorts. LSSB's will provide feedback on the quality of the education in their school to the Trust and complete the KPI dashboard for the scrutiny of the Trust Educational Standards committee.</p> <p><i>NB re-joined the meeting.</i> <i>MH left the meeting.</i></p>	<p>TH/All Trustees</p> <p>All Trustees</p>
8.	<p>PART ONE CEO'S REPORT AND MATTERS ARISING The report had been circulated via the GVO prior to the meeting for review by Trustees.</p> <p>The Trust will submit a TCAF bid (by 10th July 2020) for the funding of staff including the recruitment of a part time Director of Education. Trustees noted that even without the TCAF funds, the Trust is able to appoint to this role.</p> <p>Axis should now be able to open from September 2020 in temporary accommodation. Staff have worked hard to prepare the required Ofsted pre-registration documents in just two weeks. The Ofsted inspection is due to take place on the 9th and 10th July 2020 with a meeting to be held on 14th July 2020. Once Ofsted approval is received, Axis will be submitted to the Headteacher's board at the end of July 2020 for final approval before being allowed to open in September 2020. Trustees commended the Axis team for their achievements in huge undertaking in a short space of time.</p> <p>The independent registration for Cornerstone has been completed and the Ofsted review is awaited and should be completed by January 2021. This was required as CE would not agree to a long-term Service Level Agreement (SLA) unless Cornerstone is an independent school. The Trust is hoping to receive a four-year SLA for Cornerstone with a two-year renewal.</p> <p>It has been confirmed that Cornerstone can remain at the Haslington site until end of December 2020 and confirmation is awaited from CE that Cornerstone will then be able to move into the temporary Axis site in January 2021 when Axis moves into the new building.</p> <p>Q: Where is the temporary Axis accommodation? A: In Walmingham, approximately 1.5 miles from the permanent Axis site. The temporary accommodation has been refurbished by CE.</p>	

	<p>The Trust has had a successful round of recruitment with high quality candidates across the schools.</p> <p><i>MH re-joined to the meeting.</i></p>	
9.	<p>TRUST DEVELOPMENT PLAN (SDP)</p> <p>a) A RAG-rated SDP had been uploaded to the GVO for review. The main item which requires addressing is the recruitment of governors to the LSSB's.</p> <p>Q: Have skills audits of the LSSB's been undertaken and are any specific skillsets required?</p> <p>A: There's a wide range of skills and expertise at Trust level. The local schools should recruit local people with an interest in the schools. Governors with a business background would be particularly welcome. The proposed banners should help with governor recruitment.</p> <p>b) The KPI's had been circulated via the GVO for Trustee review. The Educational Standards committee had proposed the addition of a Teaching and Learning section.</p> <p>Trustees agreed the KPI's and noted that the dashboard was very clear and allowed comparison across schools within the Trust and can also be used to compare against national benchmarking models.</p> <p>Q: Does the dashboard auto-populate?</p> <p>A: Not currently, but as it is developed further ARBOR will start to auto-populate the fields.</p> <p>Q: Why do science results at The Fermain appear to lag behind those of Math and English?</p> <p>A: There was underachievement in science last year due to a focus on the delivery of triple science instead of single science which would have better suited the cohort. In previous years there had been record achievements in triple science. The curriculum has now been reviewed.</p>	
10.	<p>TRUST IMPROVEMENT PARTNER/EXTERNAL ADVISER</p> <p>Jayne Lowe has been appointed as the School Improvement Partner across the Trust and will visit every school each term to provide a full day inspection and report. Due to COVID-19 restrictions visits have not yet taken place however Jayne has run workshops with each headteacher in relation to their self-evaluation form (SEF) and school improvement plan (SIP). Feedback from headteachers has been positive and all had found the workshops informative. All SEF's have now been completed and will be forwarded to Jayne for review.</p> <p>Helen Philips will undertake a specific Teaching and Learning review across the schools.</p>	

	<p>Q: Will the Trust receive a summary report? A: Jayne's reports will go to the LSSB's and the Trust will then receive both the reports and the LSSB response. This will provide Trustees with an overview of the schools. Jayne will attend schools before each half-term with the reports being issued in good time for each terms' FTB meeting.</p> <p>Q: Can the Board receive a strategic overview document instead of separate reports for each school? A: The ToR for the School Improvement Partner can be reviewed to include this if required. The role is to provide an independent view for Trustees. The Trust could consider inviting an independent person in to provide a biannual overview of the Trust. ACTION: To review ToR for the School Improvement Partner and consider the requirement for an overview of the Trust</p>	NB/TS
11.	<p>CEO'S PERFORMANCE MANAGEMENT REVIEW Trustees agreed to appoint Jayne Lowe as the external advisor for the CEO's Performance Management Review due to her experience and her knowledge of the Trust. It was noted that from a governance point of view all Trustees should have oversight of Jayne's remit and her terms of engagement will be circulated for review. ACTION: To circulate Jane Lowe's terms of engagement to Trustees for review and endorsement.</p>	NB/TS/All Trustees
12.	<p>FINANCIAL MATTERS</p> <p>a) The 2020-21 budget had been reviewed and approved by the Finance, HR and Premises Committee. The deadline for submission of the budget had been extended to 29th September 2020 to allow time for any adjustments due to COVID-19. The budgets and staffing structures for The Fermain and Cornerstone had been reviewed and approved by the LSSB's. The budget for Axis had been re-drafted to reflect the proposed September 2020 opening of the school and income was now forecast at £2.4M. This will be finalised in mid-August 2020 once the opening date for Axis is confirmed. The in-year surplus for the Trust for 2019-20 is forecast at approximately £200K and overall the budget shows a positive outlook. Trustees approved the budget for 2020-21 subject to any adjustments required prior to final submission. ACTION: To circulate final budget 2020-21 via the GVO for approval.</p> <p>b) The staffing structure for 2020-21 had been approved by the Finance, HR and Premises Committee and was approved by Trustees.</p> <p>c) Monthly management accounts were reviewed and showed a positive outlook.</p> <p>d) The budget v actuals for the current school year had been reviewed by the Finance, HR and Premises Committee.</p>	CH/All Trustees

	<p>e) The financial management and governance self-assessment is due for completion during the autumn term 2020 for submission to the DfE at the end of October 2020. This is completed on an annual basis and informs benchmarking. ACTION: To circulate the 2019 return to Trustees for information.</p> <p>f) The Academy Trust's Budget Forecast Return Outrun has been cancelled this year due to COVID-19.</p> <p>g) No Condition Improvement Fund bids had been submitted.</p> <p>h) The annual report and financial statements to 31st August 2020 will be available for Trustee review at the FTB in December 2020 and ready to submit to the DfE by the end of December 2020.</p> <p><i>BL left the meeting.</i></p>	CH
13.	<p>STRATEGIC GOVERNANCE – ORGANISATION ARRANGEMENTS AND CLERKING ARRANGEMENTS FOR 2020-2021</p> <p>a/b) The Board approved the appointment of Carol Self, an independent clerk, with effect from 1st September 2020. The level of clerking support would remain the same as previous years with support provided at Trust Board and sub-committee meetings. ACTION: To circulate the list of proposed meeting dates via the GVO for Trustee review.</p>	TS/All Trustees
14.	<p>TERM DATES AND HOLIDAYS FOR THE NEXT ACADEMIC YEAR 2021-2022</p> <p>The proposed term date for 2021-2022 had been approved by the LSSB's. The Fermain and Cornerstone have the same term dates due to a tie in with local schools. Axis has a shorter summer holiday of three weeks and longer half term holidays. A shorter summer holiday avoids large regression in pupil attainment and overall has a positive impact. All term and holiday dates have been published on school websites.</p>	
15.	<p>TRUSTEE MONITORING, TRAINING AND DEVELOPMENT</p> <p>a) The Trustee skills audit has been completed and uploaded to the GVO and will inform the direction of future Trustee recruitment development and training. It was noted that there is strength across the Board, but that Education HR should be a focus for development. Trustees were thanked for completing the skills audit.</p> <p>b) No monitoring visits had been completed due to COVID-19.</p> <p>c) Trustees were asked to upload training records to GVO for review by the Training Link Trustee. ACTION: To upload training records.</p> <p>d) No training courses have been completed due to COVID-19.</p> <p>e) No training has been completed.</p> <p>f) Trustees reviewed the Board's performance and agreed that Trustees worked collaboratively with the Trust, that there was a</p>	All Trustees

	<p>good flow of information and that Trustees provided effective challenge to inform and assist the development of the Trust. The CEO thanked Trustees for their support and contributions during a challenging and exciting year for the Trust.</p> <p>g) Trustee attendance will be reviewed following this meeting. ACTION: To review Trustee attendance.</p> <p>h) An annual planner for governance key tasks for 2020-21 is not yet in place. ACTION: To prepare an annual planner.</p>	<p>TS</p> <p>TS</p>
<p>16.</p>	<p>TRUST POLICIES</p> <p>a) The committee policy schedule was reviewed and approved by Trustees.</p> <p>b) The following policies were reviewed and approved by Trustees:</p> <ul style="list-style-type: none"> • Bonus Pay Policy • Attendance Management Policy • Complaints Policy • Data Protection Policy • Finance Policy and Manual • Gifts and Hospitality Policy • Harassment, Bullying and Dignity at Work Policy • Health and Safety Policy • Leave of Absence and Time off Policy • Pay and Performance Policy <p>Trustees approved the move of the Health and Safety Policy to a spring term review cycle and of the Pay and Performance Policy to a summer term review cycle.</p>	
<p>17.</p>	<p>PLANNED RESIDENTIAL VISITS There were no planned visits.</p>	
<p>18.</p>	<p>MEETINGS This had been covered under Item 13.</p>	
<p>19.</p>	<p>ANY OTHER BUSINESS Cyber Security Workshop The Trust had agreed to be a pilot group for this workshop which would be provided free of charge. Schools are having increasing issues with cyber security and the workshop will provide an understanding of the level of cyber risk affecting them. Trustees agreed a date for the workshop of 16th July 2020 at 10:00am. ACTION: To confirm the provision of the workshop and circulate the agenda via the GVO.</p>	<p>TS</p>

The meeting moved to Part 2 at 6.45pm.Signed.....

DocuSigned by:

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Date..... 21-Nov-2020