

**Hope Learning Trust Board of Trustees' Meeting**

Minutes of the meeting held on Wednesday 8<sup>th</sup> November 2017 at 5.30pm

**Present:**

|                              |                       |
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| Mr Brian Crosby (CEO)        | Ms Katherine Sinclair |
| Mr Tony Myers (Chair)        | Mr David Judson       |
| Ms Katherine Humpleby        | Mr Andrew Simpkin     |
| Mr Ian Thomson               | Mrs Karen Osborne     |
| Rev'd Jacqueline Doyle-Brett |                       |

**In Attendance:**

Mrs Allyson Buckton (Principal, Forest of Galtres Primary Academy)  
 Mr Simon Barber (Principal, Manor CE Academy)  
 Mr Simon Bryan-Smith (Finance Director, HLT)  
 Mrs Jess Swarbrick (Governance Advisor – Clerk to the Board)

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| 1. | <b>Opening Prayer</b><br>The meeting opened with a prayer led by Jacqueline Doyle-Brett.   |        |
| 2. | <b>Welcome, Apologies for Absence and Declarations of Interest</b><br>The Chair welcomed everyone to the meeting. Apologies were received, with consent, from Mark Bennett and Mike Ferguson.<br><br>Katherine Humpleby declared an interest due to her role as Education Advisor for the Diocese of York, and also as a director of the Elevate Multi-Academy Trust.  |        |
| 3. | <b>Minutes of the meeting held on 27<sup>th</sup> September 2017</b><br>Previously distributed. The ordinary and confidential minutes were agreed to be a true and accurate record and were signed by the Chair.<br><br>With reference to the Action Plan:<br>1. Carry forward. The CEO agreed to circulate potential dates for a Vision and Values session.<br>2. The CEO reported that Jerri Ryder, Executive Assistant, had taken on responsibility for compliance issues, and was working on an audit of all Trust websites. He advised that there was now a master policy tracker in place which included a timetable for implementation and review. The CEO advised that he understood the changes to the Freedom of Information policy which had been requested at the July 2017 meeting had now been implemented.<br>3. Completed.<br>4. The Clerk confirmed that an updated summary of the skills audit had been completed and sent to the Chair and CEO for information.<br>5. Completed.<br>6. It was noted that some feedback had been received on the Trust Development Plan. This would be discussed in more detail under item 8.<br>7. With reference to Manor's admissions policy, the CEO confirmed that work had been undertaken on the policy, and the Trust had been correspondence with the Diocese regarding this. It was noted that a complete revision of the policy would need to be done by the summer term 2018 as discussed at the previous meeting. The CEO advised that this work would be undertaken in consultation with both the LA and the Diocese.<br><br>The Chair reported that Dennis Richards had made the decision to step down from the Board | BC     |

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|     | <p>since the last meeting, as a result of the growing potential for conflict of interest in relation to the Scarborough project. The Chair advised that both he and the CEO had written to thank Dennis for his contribution and commitment to the Trust during his time on the Board. Trustees also recorded their thanks to Dennis, and agreed that he would be missed.</p> <p>The Chair advised that as a result of Dennis' resignation, there was a vacancy for Vice-Chair of the Trust Board. In addition, it was noted that sub-committee chairs were also needed for Resources and Standards. The following proposals were approved unanimously:</p> <p>Vice-Chair of the Trust Board – Andrew Simpkin<br/> Chair of Resources Committee – Ian Thomson<br/> Chair of Standards Committee – Karen Osborne</p>  |                     |
| 4.  | <b>Committee Updates</b>   |                     |
| 4.1 | <p><b>Resources Committee</b></p> <p>Trustees noted the minutes of the meeting held on 9<sup>th</sup> October 2017, which had been previously distributed. The Chair reported that the meeting had included a detailed discussion of the Trustwide Pay Policy, which had been brought to the Board for ratification.</p> <p>A question was raised regarding the Trade Union Recognition Agreement. It was noted that as several versions had been circulated in advance of the meeting, Trustees had asked for a definitive final version to be sent out, and had agreed this would be approved via email. Trustees noted that this had not yet been done. The CEO advised that another meeting with trade unions had taken place before half term, which had resulted in further amendments to the agreement. The CEO agreed to circulate this updated version to the Resources Committee for approval via email.</p> <p><i>Ratification of Pay Policy</i><br/> Previously distributed. Trustees approved the policy unanimously, which had been scrutinised and recommended by the Resources Committee. It was noted that this policy would be updated in 2018/19 to reflect the discussion on headteacher/principal pay which had taken place at the Resources meeting on 9<sup>th</sup> October.</p> | CEO                 |
| 4.2 | <p><b>Standards Committee</b></p> <p>Trustees noted the minutes of the meeting held on 16<sup>th</sup> October 2017, which had been previously distributed.</p> <p>A question was raised regarding some of the items discussed, and whether these fell within the remit of the Standards or the Resources Committee. Trustees agreed that in terms of staffing and recruitment, decisions would usually be the responsibility of the Resources Committee, in accordance with their terms of reference. However, it was further noted that there could potentially be an exception to this, where a decision was being made regarding a role which was linked to standards, and where the budget for this role had already been agreed.</p> <p>Trustees agreed that clarity was needed regarding the responsibility of decision making and reporting lines of accountability. It was suggested that where discussion regarding staff was required by the Standards Committee, this included a line to confirm that any decision had been made with costs met within the existing budget.</p> <p>It was agreed that the CEO, Chair and Clerk would look at the terms of reference for each committee to ensure that there were no overlaps or gaps in terms of decision making.</p>                        | CEO / Chair / Clerk |

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| 4.3 | <p><b>Committee Terms of Reference</b></p> <p><i>Resources Committee</i><br/>Previously distributed. Trustees approved the terms of reference, which were unchanged from 2016/17, subject to the point raised in 4.2.</p> <p><i>Standards Committee</i><br/>Previously distributed. It was noted that the terms of reference had been circulated with suggested amendments prior to the meeting. Trustees noted a number of further queries and comments for consideration. It was agreed that the document and additional queries should be referred back to the Standards Committee for further discussion, before being brought for final approval. Trustees were asked to forward any comments and queries on the terms of reference to the Clerk by the end of term.</p>   | All / Clerk |
| 4.4 | <p><b>Election of Committee Chairs</b></p> <p>It was noted that this had been covered under item 3.</p>   |             |
| 4.5 | <p><b>Chairs' Committee</b></p> <p>The CEO provided an update from the meeting held on 2<sup>nd</sup> October 2017. He reported that all six LGC chairs were present, and there had been detailed and open discussions around standards and finance. Trustees requested a copy of the minutes of this and future meetings for information and the Clerk agreed to request these from the Central Team.</p>  | Clerk       |
| 4.6 | <p><b>Headteacher/Principal Update</b></p> <p>Allyson Buckton provided a verbal update. She noted that it was very encouraging to see the emerging discussions about the development of a School Improvement arm of the Trust, particularly with reference to the primary sector.</p> <p>With reference to pay recommendations, clarification was sought regarding the process for this year. The CEO advised that he had been delegated to discuss the recommendations of the LGC with each individual school, and these should then come back to the Resources Committee for final approval. However, Trustees had agreed to delegate the sign-off of recommendations to the CEO due to issues of timing this year, and fitting in with the payroll deadline of 31<sup>st</sup> October. It was noted that a full report on these recommendations would be presented at the next Resources Committee meeting on 27<sup>th</sup> November. Trustees further agreed that measures would need to be put in place for next year to ensure this situation did not arise again.</p> |             |
| 5.  | <p><b>Update from Local Governing Committees</b></p>  |             |
| 5.1 | <p><b>Local Governing Committee Minutes</b></p> <p>Trustees noted the LGC minutes from Cycle One, which had been previously distributed. Trustees commented that the minutes were encouraging in showing a real engagement of governors. Allyson Buckton noted that from a school point of view, the harmonisation of agendas and co-ordination of clerking and governance support was working very well.</p>   |             |
| 5.2 | <p><b>Ratification of Forest of Galtres Chair of Local Governing Committee</b></p> <p>Trustees approved the recommendation to appoint Sue van Hout as Chair of Forest of Galtres LGC.</p>   |             |
| 6.  | <p><b>Diocesan Update</b></p> <p>Trustees noted the Diocesan update from Katherine Humpleby, which had been circulated in advance of the meeting. It was noted that the new SIAMS framework would be in place in the new year, with training being provided for headteachers in November 2017. Trustees noted that Manor was due to be inspected this term, under the old framework, whilst the next inspection for Forest of Galtres would be under the new framework.</p>   |             |

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|    | <p>Trustees noted the training opportunities run by the Diocese, and asked how this was co-ordinated for the Board. It was suggested that Trustees should ensure that they accessed training where appropriate to address skills gaps. With reference to training as a whole, both that offered by the Diocese and through the LA, it was agreed that this should be looked at in conjunction with the skills audit review.</p> <p>A question was also raised regarding the Trust's readiness in light of changes to data protection regulations which would come into force in May 2018. The CEO advised that the Central Team were working on ensuring compliance with these regulations. Trustees noted that they also had a responsibility to address this, in terms of the way data was shared. The Clerk advised that the Governance Service were working to ensure that all processes would be compliant by the time the regulations came into force.</p> <p>Katherine Humpleby noted the need to timetable in safeguarding training for Trustees as well. A question was raised about whether this would need to be at a higher level than training undertaken by LGCs, as there was online training available as a basis. The Chair proposed that this question should be addressed as part of a wider discussion about the depth and requirement of training for Trustees.</p>   |  |
| 7. | <p><b>Scheme of Delegation Matrix</b></p> <p>The CEO presented the draft Scheme of Delegation matrix, which had been previously distributed. He advised that this had been taken from a model produced by the Diocese of York, and had been adapted by himself and the Clerk for the Trust.</p> <p>Trustees discussed the draft, and a number of points were raised. It was noted that the document was a useful reference in terms of outlining levels of responsibility across the Trust. The CEO advised that the document would be the same for all schools, and attached as an appendix to each individual Scheme of Delegation, which would be personalised to include the academy's ethos statement, academy details and constitution. The CEO further advised that the matrix would apply to all schools joining the Trust, unless a decision was taken to apply particular powers, or take away delegated powers in specific circumstances. It was noted that all Trust policies would need to line up with this matrix, which would form the legal framework which the Trust operated in.</p> <p>With reference to C17, appointment of an academy principal or headteacher, Trustees agreed that the wording should be changed to state that there would always be a Trustee on the panel, rather than a suggestion that this would be done if required. A discussion followed regarding the appointment process, which currently included a requirement for the Board of Trustees to meet and ratify any decision made by an appointment panel. A suggestion was made that the responsibility for decision making should be delegated to the Trustee representative involved in the appointment and interview process. It was agreed that whilst current practice of requiring full Board ratification should continue for the time being, this may not be practical in the future as the Trust grew.</p> <p>Further to this point, Trustees discussed the requirement for involvement in the appointment of deputy and vice-principal positions. It was noted that the position was an important appointment, as it held with it the potential to be acting principal or headteacher. Again, it was suggested that a compromise could be reached by retaining the requirement for a Trustee representative to be involved in the interview process, but not the need for full Board ratification.</p> <p>The Chair noted that there had been some useful points raised, but suggested that further time was needed to consider these in more detail. It was therefore agreed to keep the wording within the Scheme of Delegation as it was at present, in relation to principal / vice-principal appointment, with the potential to review in the future. However, it was noted that the</p> |  |

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|     | <p>appointment of principal should be separated out in the document from vice and assistant principal appointments.</p> <p>It was agreed that where points of delegation referred to a particular committee rather than the full Board, this should be specified in the matrix.</p> <p>The Chair proposed keeping the review of the Scheme of Delegation as an annual standing item at the last meeting of the summer term.</p> <p>The Chair noted that in addition to points raised this evening, a number of comments had already been received from Trustees in advance of the meeting. It was agreed, however, that the deadline for feedback should be extended to the end of November to allow for the opportunity to comment. Trustees were asked to send their comments and feedback to the Chair, Clerk and CEO by Thursday 30<sup>th</sup> November. The Clerk agreed to collate this feedback, and provide a tracked changes version of the document for approval at the next meeting on 13<sup>th</sup> December. It was noted that this final version would then be circulated to all schools for the start of the spring term 2018.</p>  | All / Clerk |
| 8.  | <p><b>Trust Development Plan</b></p> <p>Trustees noted the Trust Development Plan, which had been previously distributed with feedback and comments. The CEO advised that this was a working document, and was being continuously updated to include further work coming in as the Trust developed. The CEO proposed integrating the separate strategy for the Scarborough work into the overall plan, as this was potentially an overarching strategic area for the year.</p> <p>Trustees agreed with the proposal to include specific timescales for all the work within the plan, as well as being much clearer about the actions and objectives for each priority. Trustees agreed that they were happy to accept the plan as it was for this year, but would like to see the details and processes refined over time. A suggestion was made that the plan should also tie back into the Trust's self-evaluation in the future.</p> <p>With reference to Scarborough however, Trustees suggested that this should be kept as a separate, more detailed project plan, rather than incorporated into the main development plan. A question was raised regarding what information was required from the RSC for planning, and whether there was an expected format which the Trust could work to. The CEO advised that there was no standard format, but the Trust would be presenting information to the Headteachers' Board decision making panel including the development plan, detailed costing for appointments and the scheme of delegation.</p> |             |
| 9.  | <p><b>Scarborough Strategy</b></p> <p><i>The following discussion has been recorded as a separate, confidential minute.</i></p>  |             |
| 10. | <p><b>Staffing Structure – support staff and School Improvement Team</b></p> <p>It was noted that papers relating to the proposed staffing structure development had been circulated on the morning of the meeting. The Chair advised that as Trustees had not had sufficient time to review the information, this item would be carried forward to the next meeting.</p>  | Agenda      |
| 11. | <p><b>CEO Report</b></p> <p>Trustees noted the CEO's Report, which had been previously distributed.</p> <p>The CEO reported that he had met with the Acting Headteacher at Burton Green Primary Academy, who had confirmed she would be able to continue in the role to the end of the academic year in a full time capacity, rather than three days a week as at present. The CEO advised that he would be working with the Chair and the LGC to agree a salary level for this</p>  |             |

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|             | <p>within agreed budget parameters.</p> <p>Trustees were encouraged by the reports of the changes and improvements within the school, which were already starting to become evident. It was agreed, however, that it was important to ensure that the Acting Headteacher received the support she needed in her role.</p>   |  |
| <b>12.</b>  | <b>Any Other Business</b>   |  |
| <b>12.1</b> | <p><b>Governance Support Contract</b><br/>Previously distributed. Trustees noted the following points regarding the document:</p> <ul style="list-style-type: none"> <li>- Within the contract, the Trust was required to provide six months' notice to terminate, whilst the LA only needed to give six weeks. Trustees agreed that the notice period on both sides should be the same.</li> <li>- The Chair noted that the turnaround time for minutes was stated as 10 days in the contract, whereas the Trust were working to a schedule of 5 days in order to fit in with the cycle of meetings.</li> </ul> <p>The Clerk agreed to raise these points and ensure they were addressed. Subject to these being amended, Trustees approved the contract, which was signed by the CEO.</p> |  |
| <b>12.2</b> | <p><b>Academy Visit Report</b><br/>Trustees noted the academy visit report from Manor, which had been produced by Karen Osborne and circulated for information. Trustees were encouraged to attend the remaining academy visits scheduled, and agreed these provided a good opportunity to raise their profile and also understand more about working at academy level. It was agreed that a report from each visit would be helpful, in order to capture feedback and comments from Trustees.</p>  |  |
| <b>13.</b>  | <p><b>Confidentiality</b><br/>The Chair reminded Trustees that all discussions should be treated in a confidential manner. It was agreed that discussions under item 10 should be recorded as a separate, confidential minute.</p>  |  |
| <b>14.</b>  | <p><b>Dates of Next Meetings (all 5.30pm):</b><br/>Wednesday 13<sup>th</sup> December 2017 (to be held at Vale of York Academy)<br/>Wednesday 10<sup>th</sup> January 2018<br/>Wednesday 7<sup>th</sup> March 2018<br/>Wednesday 23<sup>rd</sup> May 2018<br/>Wednesday 11<sup>th</sup> July 2018</p>   |  |

The meeting closed at 7.45pm

Signed:

Mr Tony Myers (Chair)

Date:

13/12/17

**Action Points from the Hope Learning Trust Board meeting held on 8<sup>th</sup> November 2017**

|   | <i>ACTION</i>  | <i>AGENDA ITEM</i> | <i>WHO</i>              | <i>WHEN</i>  |
|---|--|--------------------|-------------------------|--------------|
| 1 | Circulate potential dates for Vision and Values session  | 3(1)               | CEO                     | ASAP         |
| 2 | Circulate final draft of the Trade Union Recognition Agreement to Resources Committee for approval | 4.1                | CEO                     | ASAP         |
| 3 | Review terms of reference to ensure no gaps or overlaps in delegated responsibility                | 4.2                | Clerk / CEO / Chair     | January 2018 |
| 4 | Comments on Standards terms of reference to Clerk for collation before next committee meeting      | 4.3                | Standards Cttee / Clerk | January 2018 |
| 5 | Circulate Chairs' Committee minutes to Trustees for information                                    | 4.5                | Clerk                   | ASAP         |
| 6 | Feedback and comments on Scheme of Delegation matrix to Clerk                                      | 7                  | All                     | 30/11/17     |

**Items for the next agenda:**

- Staffing Structure and School Improvement Team
- LGC Updates (including minutes of any meetings available)

**Future agenda items:**

- Admissions numbers and potential increases
- Stakeholder feedback
- Teaching School presentation
- Admissions Policies (CYC and Manor) January 2018
- Scheme of Delegation Matrix review (July 2018)
- Governance Action Plan update
- HLTY Development Plan

