

## Hope Learning Trust Board of Trustees' Meeting

Minutes of the meeting held on Wednesday 7<sup>th</sup> March 2018 at 5.30pm

**Present:** Mr Brian Crosby (CEO) Ms Katherine Humpleby  
 Mr Tony Myers (Chair) Ms Katherine Sinclair [from 5.50pm]  
 Mrs Karen Osborne Mr Andrew Simpkin [until 7.03pm]  
 Mr Mike Ferguson Rev'd Jacqueline Doyle-Brett [until 7.03pm]  
 Mr Ian Thomson

**In Attendance:** Mrs Allyson Buckton (Principal, Forest of Galtres Primary Academy)  
 Mr Simon Barber (Principal, Manor CE Academy)  
 Mr Simon Bryan-Smith (Finance Director, HLTY)  
 Ms Wendy Munro (Operations Director, HLTY) [until 5.42pm]  
 Mrs Liz Andrews-Wilson (Governance Support Officer – Cover Clerk)

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| 1. | <b>Opening Prayer</b><br>The meeting opened with a prayer.  |        |
| 2. | <p><b>Welcome, Apologies for Absence and Declarations of Interest</b></p> <p>The Chair welcomed everyone to the meeting. Apologies were received, with consent, from David Judson. Late apologies were also received, with consent, from Katherine Sinclair. Rev'd Jacqueline Doyle-Brett and Mr Andrew Simpkin advised the Chair that they needed to leave the meeting at 7pm.</p> <p>The Chair informed the Trustees that he had received Mark Bennett's resignation on Monday. The Chair reported that the CEO had sent a thank you note to Mark and had acknowledged the contribution he had made to the Trust Board. The Chair had added to this. The Trustees wished to record their thanks to Mark. It was noted that he would be staying on the LGC for Poppleton Ousebank Primary Academy.</p> <p>Katherine Humpleby stated that this was to be her last Trustee meeting, as she had accepted a role within the Central Team. She therefore declared this interest. The Chair reported that the Diocese was looking to source a replacement for Katherine, someone who would bring the required skills to the Trust Board, as the Diocesan Representative.</p> <p>The Chair advised that Wendy Munro (Operations Director, HLTY) was present to cover Item 9. It was agreed that this item would be taken first to allow Wendy to leave.</p> |        |
| 9. | <p><b>GDPR Update</b></p> <p>A report on the General Data Protection Regulation (GDPR) had been circulated with the agenda, this was taken as read. Wendy Munro provided the Trustees with an update on the GDPR, advising that the regulations were due to come in on 25<sup>th</sup> May 2018 and that they were an enhancement of the Data Protection Act. Wendy advised that the Data Protection Officer role could be out sourced or held in-house but should not be the CEO.</p> <p>Wendy reported that she and the Executive Assistant had been working with the schools to ensure compliance. Wendy put forward a recommendation to the Trustees whereby she would undertake the role of the Data Protection Officer, with the support of the Executive Assistant</p>   |        |

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|                  | <p>who would be responsible for the administration. She advised that she would also like to seek Trustees' approval for some finances to be released for training and for membership fee for 'The Key', (an online resource to help support compliance). Wendy also asked to seek Trustees approval for the Executive Assistant to be awarded a 2.3% increment to her salary to remunerate her for working on the project and to fulfil this important role. The Chair summarised Wendy's recommendations and the Trustees agreed the following:</p> <ol style="list-style-type: none"> <li>1. The Trust Board agreed that Wendy Munro should undertake the role of the Data Protection Officer, as part of her duties</li> <li>2. The Trust Board agreed to release the monies to pay for any necessary training and for the membership fees for The Key</li> <li>3. The Trust Board delegated the decision to award the Executive Assistant a pay increment to the CEO, but agreed in principle that she should be remunerated for this additional responsibility</li> </ol> <p>The Chair thanked Wendy for her report.</p> <p><i>[5.42pm - Wendy Munro left the meeting]</i></p>  |                         |
| <p><b>3.</b></p> | <p><b>Minutes of the meeting held on 10<sup>th</sup> January 2018</b><br/>Previously distributed. The minutes were agreed to be a true and accurate record and were signed by the Chair.</p> <p><b>With reference to the Action Plan:</b><br/><b>ACTION 1:</b> The CEO reiterated that Katherine Humpleby would be stepping down from the Trust Board after this meeting, Mark Bennett had resigned and Katherine Sinclair would be stepping down in the near future. The CEO reported that he had spoken to the Chair's Group about the Trustee vacancies. The Chair of Governors at Forest of Galtres Primary Academy had informed the CEO that her husband had stated an interest in becoming a Trustee, but he was aware of the possible conflict that this would create.</p> <p>Katherine Sinclair had identified a potential replacement with educational experience; they were due to meet with the CEO. She had also identified a legal contact who had stated an interest. The CEO reported that the Diocese was asking potential Trustees to complete an application form. The Chair stated that he would be happy to have Associate Trustees on the Standards Committee.</p> <p>The Finance Director suggested that the Trustees might want to look within the LGCs, to see if any of the governors would like to move onto the Trust Board. It was noted that the Board needed HR and primary education skills, as these were the biggest gaps. The Chair stated that the role of an LGC governor was very different to that of a Trustee, as Trustees have to be representatives of the whole Trust. The Trust Board acknowledged the talent within the LGCs.</p> <p><i>[5.50pm - Katherine Sinclair joined the meeting]</i></p> <p><b>Action 2:</b> The updated Church Scrutiny Committee's Terms of Reference were in the papers.</p> <p><b>Action 3:</b> The Finance Director reported that he had a draft paper ready to be circulated to provide the LGCs with clarity on the 5% top slice expenditure. This was to be circulated via the Clerk.</p> | <p><b>SBS/Clerk</b></p> |

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|    | <p><b>Action 4:</b> Allyson Buckton was to follow up on the staff contracts at Forest of Galtres.</p> <p><b>Action 5:</b> The Chair noted that this action was not yet at its deadline.</p> <p><b>Action 6:</b> The Finance Director reported that he had added about 20 nominal codes into the budget coding, in order to split out the headings and provide more visibility. He stated that this should help to reduce the confusion and give the LGCs more clarity.</p> <p><b>Action 7:</b> The Clerk was to check that this had been completed out of the meeting.</p> <p><b>Action 8:</b> Completed</p> <p><b>Action 9:</b> Completed</p> <p>There were no matters arising.</p>  |           |
| 4. | <p><b>Committee Updates</b></p>   |           |
|    | <p><b>4.1 Resources Committee</b><br/>The minutes of the meeting held on <b>29<sup>th</sup> January 2018</b> had been circulated with the agenda. The minutes were accepted into the record by the Trust Board.</p> <p><b>4.1.1 Reserves Policy</b><br/>The Finance Director advised that some schools would find it easier than others to achieve the requirements of the Reserves Policy. The Chair of the Resources Committee (Ian Thomson) stated that it was not expected that the schools would be in a position to commit part of their budgets in the near future, especially the ones that were running at a deficit. A Trustee stated that the Trust would work collectively to allow any school the chance to use the fund if they needed to.</p> <p>The Finance Director quoted a clause on page 26 of the Reserves Policy: "Based on these guidelines, the Trustees have determined that for each school the unallocated reserve should be a minimum of 4% of Public Funding and will take precedence over designated reserves." He added that the Charity Commission requires all Trust Boards to have a reserves policy, which is reviewed annually. It was noted that the Resources Committee had thoroughly scrutinised this policy before finalising it.</p> <p>The CEO asked what happens when a school has over the 4% reserves in their budget. The Finance Director advised that the school need to apply to use surplus reserves if they want to commit this money on capital projects. The Chair noted that even schools with over the 4% should be setting a balanced budget (taking the 4% into account). He explained that the key issue was the need for schools to ask for permission to be either over or under. The CEO stated that he did not want to see schools saving the money to the end of the year then spending it up all before any monies are clawed back.</p> <p>In response to a suggestion, the Finance Director advised that he had written some very clear guidelines which were ready to go out to the LGCs. With the agreement that these guidelines were to be circulated the Trust Board APPROVED the Reserves Policy.</p> | SBS/Clerk |
|    | <p><b>4.2 Standards Committee</b><br/>The minutes of the meetings held on <b>5<sup>th</sup> &amp; 19<sup>th</sup> February 2018</b> had been circulated with the agenda. The minutes were accepted into the record by the Trust Board.</p> <p>The Chair of the Standards Committee (Karen Osborne) reported that the Committee had met</p>  |           |

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|  | <p>twice due to the sheer amount of information there was to get through, and because of the concerns the Committee had around some of the schools. She commented that the Trustees had been satisfied with what had been happening to rectify issues, noting that some issues were to be referred to the Resources Committee as some spending was needed. She explained that there remained a lot of pressure on the Committee because there were only a few members at this time. The Chair noted the robust nature of the Committee’s work and thanked them for their diligent approach.</p>  |  |
|  | <p><b>4.3 Church Schools Scrutiny Committee</b><br/>No report was given.</p>   |  |
|  | <p><b>4.4 Committee Terms of Reference – approval following review by Chair of Trust Board and Chairs of Committees</b><br/>The Terms of Reference had been reviewed by the Chair and the Chairs of Committees, along with the Governance Advisor for the Trust. The Terms of Reference were APPROVED by the Trust Board.</p> <p>Katherine Humpleby noted that the Church School Framework would soon be changing, so the Terms of Reference for the Church Schools Scrutiny Committee would have to be amended when the new framework goes live.</p>  |  |
|  | <p><b>4.5 Chairs’ Committee</b><br/>Trustees noted the minutes from the Chairs’ Committee which was held on 22<sup>nd</sup> January 2018. A Trustee asked if a representative from the Trust Board should be present at these meetings. The Chair stated that he should be there but the agenda and papers hadn’t come to him, but this had been rectified for future meetings. It was noted that if the Chair cannot attend then another Trustee should attend in his place. Karen Osborne agreed to attend if needed.</p> <p>The Chair read an extract from an email that had been sent to him from David Judson. In the email David had raised concerns about the MAT supporting small, rural church schools and allowing the staff to be over stretched. He noted his concern about the workload that had been placed on the Principals of VoYA and MCEA and also Jim Kelly (Assistant Principal, Data at MCEA); as these key staff members were being taken away from their core roles in order to support other schools. A Trustee was in agreement with David’s concern, stating that while it was good to be ambitious, the Trust must not over stretch itself. The Trustees were in agreement that the Trust was almost at full capacity. The CEO advised that, as the Trust grows and people develop into new roles, their roles would be backfilled, with the money for this coming from the external funding (future conversions and sponsorship arrangements).</p> <p>A Trustee commented that while it is in keeping with the vision and values of the Trust to support small, rural church schools, the Trust Board must remain mindful of how much support can be given without putting the Trust at risk. Trustees expressed their concerns about taking on the risk from schools that might be due to close, and questioned why the Trust would want to take on these schools at risk to itself. A Trustee asked the CEO to provide the Board with early warnings of any schools who were showing interest in wanting to join the Trust.</p> <p>A Trustee asked if there was a typical timeframe from when a school makes first contact, to them converting and joining the Trust. The CEO stated that this depended on a number of issues and therefore could take anywhere up to two years. He added that with Baldersby St James the Trust had felt a strong sense of moral duty to support this school. Baldersby had been left isolated</p> |  |

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|                  | <p>because as a church school it wasn't allowed to join the MAT that was forming around its environs.</p> <p>A Trustee asked if there was specific funding to support small local schools. The CEO advised that there wasn't and gave the example of the support work that Allyson Buckton was doing with a small rural school. He explained that in this situation the Trust would be expected to use the Trust's reserves. Allyson Buckton commented that unlike most Local Authorities servicing a large rural area, NYCC hadn't opted to close small schools, choosing instead to have lots of scattered village schools.</p> <p>A Trustee asked if the Trust had a list of schools that it wanted to target. The CEO stated that while a 'hit list' had been compiled, the reality was that many community schools did not want to join a church MAT; and unless they were in special measures they can choose where they want to go. He reminded the Trustees that the Trust had targeted the schools in the Clifton and Rawcliffe area and were now starting to target the schools around Barlby. The CEO was asked to pull together these growth ideas into a clear strategy and this was to be discussed as an agenda item at the next meeting. Katherine Humpleby noted that it was likely that more church schools in a similar position to Baldersby St James would approach the Trust in the future, as those schools had been left isolated.</p> <p>The Trust Board were in agreement that any growth plan would need to look at targeting specifics areas, rather than just accept what comes to the table. The CEO noted that the Trust's primary offer was not strong enough; and that the Trust needed to address the leadership of this area and the investment in the primary offer. A Trustee asked if the Trust performs a lessons learnt exercise following a negative response or a conversion. The CEO advised that feedback is requested when a school chooses to go with a different Trust.</p> | <p><b>CEO<br/>Agenda</b></p>    |
|                  | <p><b>4.6 Headteacher / Principals minutes</b><br/>The minutes of the meeting held on 20<sup>th</sup> February 2018 had been circulated with the agenda. The minutes were accepted into the record by the Trust Board.</p> <p>The Chair picked up on an item that was raised at this meeting, relating to the fact that a North Lincolnshire secondary school had expressed an interest in setting up a HLT hub in North Lincolnshire. The Chair again referred to the email received from David Judson. In the email David had raised his concerns about the Trust growing beyond capacity and the risks associated with having a large geographical spread. Katherine Humpleby noted that the North Lincolnshire secondary school may just want to talk about forming an associate MAT, in order to access the Teaching School.</p>  |                                 |
| <p><b>5.</b></p> | <p><b>Updates from Local Governing Committees</b></p>  |                                 |
|                  | <p><b>5.1 Minutes from Cycle 3 meetings, to include a response to any points raised for the Board</b><br/>Trustees noted the LGC minutes which had been previously distributed along with a separate summary of actions and items from each LGC to raise with the Trust Board. Going forward the Chair and the CEO were to look at the LGC minutes together prior to the Trustees meeting.</p> <p><b>Vale of York Academy</b></p> <ol style="list-style-type: none"> <li><i>The LGC raised their concerns about Leadership continuity. Governors were concerned that the school was at risk of being affected by the MAT Board's decision to place the Principal into a number of support roles across Yorkshire.</i><br/>The CEO advised that he had this in hand.</li> </ol>   | <p><b>Chair and<br/>CEO</b></p> |

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|    | <p><b>Manor CE Academy</b></p> <ol style="list-style-type: none"> <li><i>The LGC asked can governors within the Trust be loaned to other LGCs, if there are insufficient numbers to convene a governor panel.</i><br/>The Trustees asked the Clerk to ascertain if a protocol was needed to allow governors to be shared in this way across the Trust.</li> <li><i>Risk Register: clarity was sought from HLTY as to their views on the identified risks.</i><br/>No answer was given at this time.</li> <li><i>An increase in the sum of £25,000 delegated spend to the LGC in the Finance Policy.</i><br/>This query was delegated to the Resources Committee.</li> </ol> <p><b>Burton Green</b></p> <ol style="list-style-type: none"> <li><i>Support for policy on chasing school lunch money debt</i><br/>Trustees asked the Finance Director to research how the Local Authority dealt with this issue prior to conversion.</li> <li><i>Are HLTY creating a specific Staff Code of Conduct policy?</i><br/>The CEO was to discuss this with the HR Director.</li> </ol> <p><b>Forest of Galtres Primary Academy</b></p> <ol style="list-style-type: none"> <li><i>Governors would like to suggest that the MAT consider conducting annual MAT level benchmarking exercises to help to future proofing the MAT through effective financial management.</i><br/>The Finance Director was to liaise with FoG on this issue.</li> <li><i>Governors would like to see the Church Schools Scrutiny Committee minutes shared with the LGC.</i><br/>The Clerk was to share these minutes going forward.</li> <li><i>The Finance Director to provide a breakdown of the 5% central charges.</i><br/>See above.</li> <li><i>Governors would like to suggest that the MAT consider running a HLTY Governors' Conference.</i><br/>The CEO advised that he had this in hand.</li> </ol> <p><b>Barlby High School</b><br/>No issues to report.</p> <p><b>Poppleton Ousebank Primary Academy</b></p> <ol style="list-style-type: none"> <li><i>Governors asked whether it was possible for the Board to provide minutes from the Resources and Standards Committees as well as for the Full Board where discussions related specifically to the school.</i><br/>The Clerk was to share these minutes going forward.</li> </ol> | <p>Clerk</p> <p>Resources Comm</p> <p>Finance Director</p> <p>CEO</p> <p>Finance Director</p> |
| 6. | <p><b>Trustee Recruitment</b></p>   |   |
|    | <p><b>6.1 Recruitment process for upcoming vacancies on the Trust Board</b></p> <p>A replacement would be needed for Mark Bennett and in time Katherine Sinclair. The Diocese was responsible for finding a Diocesan Representative. Trustees were asked to pass any recruitment ideas (people to target) to the Chair and the CEO. The Trustees identified the following skills gaps: Finance, HR, Legal, and education expertise. Katherine would be highlighting these skills gaps with the Diocese, to help inform their recruitment of her replacement.</p>  |   |
|    | <p><b>6.2 Appointment to CEO Performance Management Group</b></p> <p>The Chair advised that Katherine Humpleby had stood down from the CEO's Performance Management Group. Katherine Sinclair advised that she would be staying on the Board until the end of the academic year, after which time the only member of the Group to be left would be the Chair. The CEO suggested that going forward it would make sense to have the Chair and the</p>  |   |

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|    | <p>Chairs of the sub-committees written into the structure of this Group, regardless of who holds office. He added that there should be an external consultant on the Group. The Group set the targets and the Chair should review the targets with the CEO throughout the year. A Trustee commented that having an independent educational professional advisor to the Group would be very beneficial, but noted the challenge the Board had in finding such a person. Katherine Humpleby noted that the Diocese had struggled to recruit an appropriate person to fulfil such a role. The CEO asked if it might be possible to invite the Chair from another Trust to share this responsibility to give the external perspective. A Trustee stated that a partnership approach to peer review might be useful. Another Trustee commented that it would be better to bring in a regional or national challenge partner. The Chair explained that the Group should be deciding how often they meet. Trustees were asked to pass any suggestions of who might be able to fulfil this role to the Chair.</p> <p><i>Post-meeting note: The Scheme of Delegation states that the Trustee appointed by the Diocese will be one of the Trustee members of the CEO Performance Management Group.</i></p> | All |
| 7. | <p><b>Diocesan Update</b></p> <p>Trustees noted the update from Katherine Humpleby on behalf of the Diocese of York, which had been previously distributed and taken as read.</p> <p>Katherine highlighted that there was to be a Bespoke SIAMS Framework training session on 8<sup>th</sup> May 2018, 6.30 - 8.30pm. The LGC members were welcome to attend. Katherine was asked to inform the Chair who would be providing the Diocese update. The CEO suggested that the Diocese shared their quarterly report with the Trustees. Katherine was to ensure that the Trustees see the Diocese's weekly update.</p>   |     |
| 8. | <p><b>Staffing Updates – appointments to the Central Team and School Improvement Team</b></p>   |     |
|    | <p><b>8.1 Appointment of Directors to Central Team – update</b></p> <p>The CEO noted that following discussion and agreement at the last meeting, the Central Team now included a Director of Finance, Director of HR and a Director of Operations. He informed the Trustees that their job descriptions had been sent off for job evaluation by Avec Partnership. He was also looking at the possibility of using some LA data to perform a benchmarking exercise. It was noted that the Directors each had a different number of people working for them. The current Directors had received their appointment letters and their job descriptions were to follow.</p>   |     |
|    | <p><b>8.2 Appointment of Secondary School Improvement Lead</b></p> <p>The CEO informed the Trustees that Katherine Humpleby would be joining the Trust as a member of staff from 1<sup>st</sup> May, as the Secondary School Improvement Lead. In response to a question he explained that the funding to pay for her post had some from the Scarborough schools project. He noted that if the Scarborough schools did not convert to join the Trust the money does not have to be returned.</p> <p>The CEO advised that the deadline for notification of the outcome of the MIDF bid had now passed; no news had been received by the day of the meeting. He explained that the new Secretary of State had called-in a lot of bids for heavy scrutiny, and as a result he was fielding a lot of conversations about the details. He advised that further appointments cannot be made until this money was agreed.</p> <p>The CEO suggested that the Trustees allow for interviews to take place, to assess suitability, while making it clear to candidates that an offer would be made subject to a successful bid. The</p>   |     |

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|     | <p>Trust Board agreed to go ahead with the interviews, subject to the message being made very clear that a job was dependant on the outcome of the MiDF funding bid. The Chair proposed having an offer that would lapse, after a certain time, in order to avoid any unforeseen risks. The CEO explained that the MiDF funding was allocated for specific projects and that the different bids came with different requirements. The CEO acknowledged the need to give colleagues plenty of time to backfill the roles in the schools, if colleagues move into the Trust-wide position. Simon Barber commented that parents have been commenting and noting that numerous high profile and popular members of staff were taking up roles within the Trust. He advised that he would like the Trust's help to market the changes to the parents.</p>  |  |
|     | <p><b>8.3 Update on appointment of Primary School Improvement Lead</b></p> <p>The CEO advised that he was keen to improve the primary school offer. Shan Brough-Jones (Primary Advisor) was working with the Trust an average of one day a week. The Trustees confirmed that they were prepared to take a risk on this highly significant role and hold back on the other Director roles, until someone was in post.</p> <p>The CEO reported that the Trust was currently advertising for the Headteacher post at Burton Green Primary. The Trustees were in agreement that the strategy had to be right to get the strongest possible person into the school, and that the offer had to be as attractive as possible. A Trustee asked if it would be possible to make a joint role, in order to attract the best possible candidates. A Trustee stated that BGPS needed a very experienced Headteacher, and commented that combining the Headteacher role with the 0.3 FTE Primary School Improvement Lead would be too challenging. The Chair stated that the Trust Board had given the CEO the parameters to fill this role and they would welcome the CEO's suggestions.</p> <p><i>[7.03pm - Rev'd Jacqueline Doyle-Brett and Andy Simpkin left the meeting]</i></p> <p>The Finance Director advised that BGPS's budget was on the wire and would need to be carefully managed. The Trustees agreed that they would be open to looking at the offer to secure the best candidate. The Chair and the Chairs of the sub-committees were to liaise after the meeting to move this forward.</p> |  |
|     | <p><b>8.4 Update on school improvement team appointments (subject directors)</b></p> <p>No report given.</p>  |  |
| 9.  | <p><b>GDPR</b></p> <p>Taken at the beginning of the meeting.</p>  |  |
| 10. | <p><b>CEO Report</b></p> <p>Trustees noted the CEO's Report, which had been previously distributed and taken as read.</p> <p>The CEO outlined the recommendations he had made in his report (in bold):</p> <ol style="list-style-type: none"> <li><b>1. The Trust to look at support for Burton Green from Westfield Primary School and the possibility of Leadership support from outside the Trust.</b><br/>Westfield were reportedly still keen to help BGPS, they have some strong Deputy Headteachers who have experience of working in deprived areas. Ebor Trust conversations were also on-going.</li> <li><b>2. Manor LGC look at taking on significant pastoral capacity now, using reserves if necessary.</b><br/>The Trust Board gave their APPROVAL for the LGC to move forward with appointing a temporary Pastoral Lead.</li> </ol> <p><i>[7.12pm - Katherine Humpleby stepped out of the meeting]</i></p>   |  |



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|                   | <p><b>3. Manor LGC, together with the Standards Committee, look at the effectiveness of the leadership structure for going forward.</b><br/>The Trust Board noted the need to build capacity in the SLT. Karen Osborne and Ian Thomson were to look at where the gaps were across the Trust. The Directors of Finance and HR were asked to review the SLT structures as a priority. A meeting was to be held over the Easter holidays. Simon Barber stated that he had a paper ready to go, which highlighted where MCEA was experiencing pressure. This was to be reviewed by the Group.</p> <p><i>[7.15pm - Katherine Humpleby re-entered the meeting]</i></p> <p><b>4. The Trust forms a small working group to look at viable options for establishing a Sixth Form for Manor CE and Vale of York.</b><br/>A meeting had been set up with John Stonehouse and Maxine Squire to begin these conversations. The CEO stated that he was keen to establish HLTY as a priority, and produce a strong offer. The Trust Board gave their APPROVAL for a Working Party to be set up.</p> <p><b>5. The Trust makes available all the resources within its capacity to support English and science within Vale of York.</b><br/>The Trust Board noted that VoYA was making huge improvements in key areas, but had a continued weakness in English. The CEO advised that this had to be a number one priority. The Chair asked the CEO for a plan of how to tackle this issue. The CEO was given APPROVAL to work with the LGC and the Principal to look at formulating a plan.</p> <p><b>6. The Director of the TSA is invited to come to the Trust Board to speak to the Trustees about teacher recruitment and a pathway through to the Hope schools.</b><br/>The CEO outlined how the TSA was training up young colleagues but HLTY was not providing a pathway for them to come to work for the schools within the Trust. <b>A Trustee challenged why the Trust was not using this pathway in order to guarantee a job for trainees after they have been trained by the Trust’s teaching school.</b> The Chair commented that the Trust had to encourage people to move on and through, as part of their own development. It was noted that parents want to keep experienced staff, and that the schools in the Trust like to choose their own staff. Karen Osborne commented that these links from the Teaching School would feed into the Talent Management proposals that the Trustees were about to discuss. The Chair commented that the Trust Board need to encourage the Principals to change the culture within the schools around talent management. Sarah Clarke was to be invited to talk to the Trust Board.</p> | <p>KO, IT, SBS and EL</p> <p>CEO</p> <p>CEO</p> |
| <p><b>11.</b></p> | <p><b>Talent Management</b><br/>Karen Osborne commented that there was not currently a clear process to support talent in the Trust and encourage development. Karen stated that she was keen to see an annual meeting, at school level, to record and observe talent. She advised that any vacancies should be offered internally first, so that these vacancies can be seen as a development opportunities. She added that the Trust needed to make the most of any secondment opportunities and map out this development project. The Trustees should then also be engaged in spotting talent outside the Trust. She noted that a rigorous recruitment process was to be followed for all vacancies. The CEO suggested that this may have to be overseen by the Secondary School Improvement Lead once she was in post.</p> <p>Simon Barber stated that he would be keen to add ‘development opportunities’ to the annual performance management process as the next step to move this forward; and he stated that staff would need to be supported to develop. Allyson Buckton reported that the teachers at FoG had a third target added to their performance management, asking them to look Trust-wide possibilities and leadership opportunities. Allyson stated that it was very challenging to backfill secondment roles, due to the fact that they were not permanent. Karen Osborne was to attend</p>   | <p>Heads</p>                                    |

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|     | <p>the next Heads Group to discuss Talent Management with the Group. Simon and Allyson were asked to report back at the next meeting.</p> <p>The CEO noted that other MATs deliberately over staff and present an 'at risk' situation, in order to appoint the best people in the autumn term. A Trustee queried where they get the money from to pay for this. The CEO advised that they opt to take on the financial risk. The CEO was asked to produce a report which outlines the budget implications that would have to be factored in, if the Trust was to adopt the proposal of retaining a certain number of staff members from the TSA. A Trustee commented that whilst the Trust Board was considering building capacity, they should look into initiatives such as 'Women in Leadership'.</p>  | <p><b>Group Agenda</b></p> <p><b>CEO</b></p> |
| 12. | <p><b>Safeguarding (standing item)</b><br/>There were no safeguarding concerns to report.</p>   |  |
| 13. | <p><b>Any Other Business</b><br/><b>13.1 Update on Admissions Policy</b><br/>Trustees confirmed that the Admissions Policies for MCEA, VoYA, POPS and BGPS were determined on behalf of the Trust Board by the Chair on 29<sup>th</sup> January 2018. It was noted that following the consultation period, these policies were unchanged from the draft versions approved by the Trust Board on 27<sup>th</sup> September 2017 with the exception of an increase in admissions numbers at MCEA from 220 to 232. The Diocesan statement was notably missing from the Admissions Policy and needed to be added.</p> <p>The Chair again read an extract from the email that had been sent to him from David Judson. In the email David had raised concerns about the increasing numbers at MCEA and the impact this was having on the standards and the provision for the pupils. Simon Barber advised that a meeting had been set up with the LA to ask for some additional funding to support the growing school. It was noted that MCEA was the most popular school in the City, with the most first choices. The Chair proposed that Simon provides a paper to the Trust Board about the growth plan for MCEA. Simon advised that he had this paper ready to go and would circulate it via the Clerk.</p> <p>The Chair thanked Katherine Humpleby for her contribution to the Board and wished her well in her future role.</p> <p><b>Confidentiality</b><br/>The Chair reminded Trustees that all discussions should be treated in a confidential manner.</p> | <p><b>SB/Clerk</b></p>                       |
| 14. | <p><b>Confidentiality</b><br/><b>14.1 Chair's Business</b> (<i>staff and attendees will be asked to leave at this point</i>)</p> <p><i>[7.46pm – the CEO, the Finance Director, Allyson Buckton, Katherine Humpleby and Simon Barber left the meeting]</i></p>  |  |
| 15. | <p><b>Dates of Next Meetings (all 5.30pm):</b><br/>Wednesday 23rd May 2018 (CYCLE 4)<br/>Wednesday 11th July 2018 (CYCLE 5)</p>   |  |

*The meeting closed at 7.46pm*

Signed:



Date: 23/5/18

Mr Tony Myers (Chair)

**Action Points from the Hope Learning Trust Board meeting held on 7<sup>th</sup> March 2018**

|    | <i>ACTION</i>  | <i>AGENDA ITEM</i> | <i>WHO</i>                             | <i>WHEN</i> |
|----|--|--------------------|--|-------------|
| 1  | The Finance Director to circulate (via the Clerk) the paper he had written to provide the LGCs with clarity on the 5% top slice expenditure                        | 3                  | Simon Bryan-Smith / Clerk              | March 2018  |
| 2  | The Finance Director to circulate (via the Clerk) the guidelines on the Reserves Policy to the LGCs  | 4.1                | Simon Bryan-Smith / Clerk              | March 2018  |
| 3  | The CEO was asked to pull together the growth ideas into a clear strategy  | 4.5                | CEO                                    | 23.05.18    |
| 4  | Chair and the CEO to look at the LGC minutes together prior to the Trustees meeting  | 5.1                | Chair and CEO                          | Ongoing     |
| 5  | The Clerk to ascertain if a protocol was needed to allow governors to be shared across the Trust for panels etc  | 5.1                | Clerk                                  | 23.05.18    |
| 6  | Resources Committee to consider applying an increase to the sum of £25,000 delegated spend to the LGC in the Finance Policy  | 5.1                | Resources Committee                    | 09.04.18    |
| 7  | Finance Director to research how the Local Authority dealt with lunch money debt prior to conversion   | 5.1                | Simon Bryan-Smith                      | 23.05.18    |
| 8  | CEO to liaise with the Director of HR to see if HLTY are creating a specific Staff Code of Conduct policy  | 5.1                | CEO                                    | 23.05.18    |
| 9  | Trustees to pass any suggestions of who might be able to act as an external challenge partner of the CEO Performance Management Group                              | 6.2                | All                                    | 23.05.18    |
| 10 | Karen Osborne and Ian Thomson were to look at where the SLT HR gaps were across the Trust. The Directors of Finance and HR were asked to review the SLT structures | 10                 | Karen Osborne, Ian Thomson, SBS and EL | March 2018  |
| 11 | CEO to set up a Sixth Form Working Party   | 10                 | CEO                                    | 23.05.18    |
| 12 | CEO to formulate a plan of how to improve the subject weaknesses at VoYA   | 10                 | CEO                                    | 23.05.18    |
| 13 | Heads Group to discuss Talent Management   | 11                 | Heads Group                            | 23.05.18    |
| 14 | CEO to produce a report which outlines the budget implications, if the Trust was to adopt the proposal of retaining a certain number of staff members from the TSA | 11                 | CEO                                    | 23.05.18    |
| 15 | Simon Barber was to provide a paper to the Trust Board about the growth plan for MCEA  | 13                 | Simon Barber                           | March 2018  |

**Items for the next agenda:**

- LGC Updates (including minutes of any meetings available)
- Growth plan (presented via the CEO's growth strategy - Action 6)
- SB and AB to report back about the Heads Group meeting about Talent Management

**Future agenda items:**

- Sarah Clarke (TSA) to talk to the Trust Board about Talent Management
- Admissions numbers and potential increases
- Stakeholder feedback
- Scheme of Delegation Matrix review (July 2018)
- Governance Action Plan update
- HLTY Development Plan

