

Hope Learning Trust Board of Trustees' Meeting

Minutes of the meeting held on Wednesday 11th July 2018 at 5.00pm

Present:

Mr Tony Myers (Chair)	Mrs Olivia Seymour
Mr Brian Crosby (CEO) [to 6.45pm]	Ms Philippa Gowland
Mr Ian Thomson	Mr Andrew Simpkin
Ms Karen Osborne	Mr Mike Ferguson
Rev'd Jacqueline Doyle-Brett	Mr David Judson
Dr Julie McGonigle	Ms Katherine Sinclair [from 5.30pm]

In Attendance:

Ms Allyson Buckton (Principal, Forest of Galtres Anglican Methodist Primary) [from 6.20pm to 6.45pm]
 Mr Simon Barber (Principal, Manor CE Academy) [to 6.00pm]
 Mr Simon Bryan-Smith (Finance Director, Hope Learning Trust) [to 6.25pm]
 Mrs Jess Swarbrick (Governance Advisor, Clerk)

		Action
1.	<p><u>Welcome & Opening Prayer</u> The meeting opened with a prayer led by Ian Thomson.</p> <p>The Chair welcomed everyone to the meeting and extended a particular welcome to Julie McGonigle, Philippa Gowland and Olivia Seymour to their first Board of Trustees meeting. The following committee allocations were agreed for the new Trustees:</p> <p>Julie McGonigle and Olivia Seymour – Standards Committee Philippa Gowland – Church Schools Scrutiny Committee</p>	
2.	<p><u>Apologies for Absence and Declarations of Interest</u> Late apologies were received, with consent, from Katherine Sinclair and Allyson Buckton.</p> <p>David Judson declared an interest in item 7.2, Local Governing Committee appointments.</p>	
3.	<p><u>Minutes of the meeting held on 23rd May 2018, Action Plan and Matters Arising</u> Previously distributed. The minutes were agreed to be a true and accurate record and were signed by the Chair. It was noted that the confidential minutes would be discussed under item 17.</p> <p>With reference to the Action Plan:</p> <ol style="list-style-type: none"> 1. Circulate responses to items raised by LGCs to the Trust Board with minutes Completed 2. Review and amend Complaints Procedure It was noted that this would be discussed under item 10. 3. Follow up enquiries regarding an external challenge partner for CEO performance management The Chair reported that he had raised this query with the National Governors' Association (NGA), who were looking for an appropriate person to recommend for the role. 4. Report on the budget implications of retaining a certain number of TSA graduates within the Trust The CEO reported that this was part of a wider piece of strategy work which would be developed over the coming year. He noted that there would be further reports on this in the autumn. 5. Paper on movement of staff within schools, greater flexibility within the Trust It was noted that 	

	<p>further advice would need to be sought on this issue from HR as part of the wider strategy around development opportunities for staff.</p> <p><i>6. Arrange discussion meeting for strategy working group</i> The Chair reported that preliminary discussions had begun at the Friday morning meetings between himself, the committee chairs and the CEO. He advised that a further meeting would be arranged for early in the autumn term to start looking at future strategy and vision.</p> <p><i>7. Ask Executive Assistant to email all Trustees with notification before each Friday morning discussion group</i> It was noted that this had not been done, but would be actioned for the autumn term. The Chair advised that the last Friday morning meeting was scheduled for 20th July at 8.45pm.</p> <p><i>8. Alternative date for March Board of Trustees meeting</i> The new date of 13th March 2019 was agreed.</p> <p>There were no other matters arising.</p>	
4.	<p><u>CEO Report</u></p> <p>Trustees noted the report from the CEO, which had been previously distributed. Each section was considered in turn, and questions invited from Trustees.</p> <p><i>Strategic Developments</i></p> <p>Scarborough</p> <p>Trustees asked to what extent the timing of conversion was at risk, and whether the budget assumption of both schools joining in January 2019 was realistic. The CEO advised that the Trust was working to make this date a reality, and noted that the RSC was also keen to have this in place. He advised that there was no further information at present on support for funding from North Yorkshire County Council (NYCC), and the next step would be for the RSC to write to the DfE to request this funding to enable the project to go ahead.</p> <p>Skelton</p> <p>Trustees asked why City of York Council (CYC) had indicated they were unable to progress conversion until 2019. The CEO advised that the LA would only convert one school per month, and there were a number of other schools already waiting to go through this process. However, he advised that the LA had now said they had a gap in the schedule for November 2018, though the Central Team were concerned that this was not enough time to allow for all the necessary paperwork to be done before conversion. The CEO advised that they would be going back to the LA and trying to agree a date somewhere between November 2018 and March 2019.</p> <p>Trustees asked whether pupil numbers for both Skelton and Stillington were sustainable. The CEO advised that for Stillington it would be necessary to look at shared headship and governance across two schools, and potential models for this had been initially looked at already. He advised that it was not clear at this point whether Skelton would need a similar model to be sustainable. Trustees agreed that this needed clarification before the point of conversion.</p> <p>Stillington</p> <p>Trustees noted that the Diocese would need to be consulted if a shared headship and governance model was to be put in place between Stillington and Forest of Galtres, particularly in order to ensure the meeting of Anglican Methodist requirements. The CEO reminded Trustees that the recent work on re-constitution of all LGCs had been done in consultation with the Diocese, and with an awareness of the need to not dilute the foundation representation of any church schools within the Trust.</p> <p>Baldersby St James</p> <p>The CEO reported that Baldersby St James was expected to join the Trust on 1st September. Trustees asked whether there was a concern over falling pupil numbers. The CEO advised that</p>	

numbers had not been as high as predicted, but were still significantly up on the previous year. He added that the revised budget based on expected pupil numbers still showed a slight surplus for at least another year.

Academic Performance

The CEO reported that SATS results had been published on 10th July, and the Trust had been provided with information from CYC for Burton Green and Poppleton Ousebank. He advised that information on Forest of Galtres had not yet been received from NYCC.

The CEO reported that key figures showed strong performances from both primary schools.

Poppleton Ousebank outcomes had improved on the previous year, particularly for children working at greater depth. Overall, there was a combined score in Reading, Writing and Maths of 80%, which was well above the national figure of 65%.

Burton Green had also achieved very positive outcomes, with a combined score of 70%, compared with 27% in 2017. Trustees expressed their congratulations on this significant progress, and noted their thanks to the senior leadership and Year 6 teacher for all their hard work in getting to this point.

The CEO reported that Skelton had also had strong results this year, though noted that the cohort size was significantly smaller and would need to be taken into account when looking at data.

Trustees also noted the progress measures for Key Stage 2, which were positive for both Burton Green and Poppleton Ousebank and within the targets set by the Trust for the year. The CEO reported that no schools were below the floor target, and the positive progress scores for Burton Green would mean that they were no longer in a coasting category. It was agreed that this improved performance would need to be built on over the next two years and into the future.

[Katherine Sinclair joined the meeting at 5.30pm]

The CEO advised that the results for Burton Green would be a significant boost to the school and its perception in the community. He also reported that the school was the most improved in the city in terms of Reading and Writing. Trustees asked whether there were any ways in which they could provide support to raise the profile of the school. Jackie Doyle-Brett agreed to highlight any potential areas of support which Trustees could help with.

Trustees agreed that colleagues in every school in the Trust had worked extremely hard this year to achieve these results. Karen Osborne agreed to write to leaders in each of the schools as chair of the Standards Committee to congratulate them on the outcomes.

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Key Issues in the Trust Development Plan 2018/19

The CEO highlighted the key priorities from the draft Trust Development Plan 2018/19, which were set out in his report. He advised that he was seeking input from Trustees as to whether these were appropriate, or whether there were any others which needed to be added in.

The Chair advised that a recent report on mental health had been issued, which included recommendations about the remit of governors and trustees to ensure pupil wellbeing was at the heart of their decisions. He noted that from the minutes of the LGCs, there were clear concerns at secondary level about pupil wellbeing, and it was important for the Trust to keep awareness of this at the forefront of their work. It was noted that this was also a key factor within the new SIAMS framework.

	<p>It was noted that the Standards Committee had highlighted the need to celebrate extra-curricular activities and enrichment achievements within regular reports to Trustees. The CEO proposed extending the remit of the Church Schools Scrutiny Committee to include wellbeing and pastoral issues across all schools in the Trust, both church and community. This proposal was welcomed and agreed by Trustees.</p> <p>SIAMS</p> <p>Trustees noted the Manor CE Academy SIAMS inspection report, which had been circulated with the agenda. The CEO reported that the report had been extremely positive about the school, with a lot to celebrate and be proud of. The inspection had once again judged the school to be outstanding. Jackie Doyle-Brett agreed to write to Manor’s leadership team on behalf of Trustees to congratulate them.</p> <p>Financial Control</p> <p>It was noted that this would be discussed in more detail under item 5. The CEO advised that budgets across the Trust were extremely tight this year, and would need to be monitored carefully, with any potential changes being identified as soon as possible. He added that school leaders had been advised that the Trust would be closely monitoring reserves and cashflow on a monthly basis.</p>	JDB
5.	<p><u>Start Budget Approval 2018/19</u></p> <p>The minutes from the Resources Committee meeting on 25th June had been previously distributed, detailing the start budget presentations. A budget summary position had also been circulated with the agenda, which included revisions requested by Trustees following the presentations.</p> <p>Simon Barber asked whether the Resources Committee had been happy with the presentations from schools at the meeting. Ian Thomson, chair of the committee, advised that it had been a very useful process for Trustees, with clear information and the opportunity for challenge. He noted, however, that a different approach might need to be considered next year, particularly if there were more schools in the Trust by that point. It was noted that this might focus more on schools with concerns as a priority.</p> <p>Mr Thomson noted that the budget drew on reserves over the next year, though this was not sustainable in the future. He advised that the message needed to be reinforced to schools and governors of the importance of understanding the budget and being conscious of controlling costs. It was noted that the Resources Committee would be monitoring variances rigorously, in order to retain close control over the budget position.</p> <p>It was noted that for the Central and Teaching School budgets, assumptions about a reasonable expectation of income had been included, as both were reliant on grants and external finance coming in. Trustees noted that the Resources Committee would also be monitoring these assumptions carefully.</p> <p>Trustees unanimously approved the 2018/19 budget.</p>	
6.	<p><u>Committee Updates</u></p>	
	<p>6.1 Resources Committee</p> <p>Trustees noted the minutes of the meeting held on 2nd July, which had been previously distributed.</p>	
	<p>6.2 Standards Committee</p> <p>Karen Osborne provided a verbal update on the meeting held on 9th July.</p> <p>The committee had received a presentation and update from the Director of the Ebor Hope</p>	

	<p>Teaching School Alliance (TSA). Ms Osborne advised that the message had been clear that direction was unclear in terms of long term strategy for the TSA, and the Director had requested support from Trustees in this matter. In particular, a volunteer had been requested from the Board of Trustees to join the TSA Board, to help steer and support. Trustees were asked to consider whether they would be able to take on this role, and contact Sarah Clarke, Director of the Teaching School for further information.</p> <p>Simon Barber reported that he had presented the TSA budget to the Resources Committee, and questions had been raised there about core and additional funding. Trustees agreed that it was clear the TSA could be a great asset and core to the work of the Trust, but it was not clear at present how to take it to the next level and integrate it. Trustees noted that clear direction and outcomes were needed, about what the schools in the Trust could expect from the TSA, and also the expectation on schools to use the resources within it.</p>	All
	<p>6.3 Church Schools Scrutiny Committee Trustees noted the minutes of the meeting held on 17th May 2018, which had been previously distributed.</p> <p><i>[Simon Barber left the meeting at 6.00pm]</i></p> <p>It was noted that the committee had discussed potential ways of funding a trust-wide chaplaincy, and the benefit that this would bring to the Trust.</p>	
	<p>6.4 Chairs' Committee It was noted that the minutes from the meeting held on 18th June had not yet been finalised. The Clerk agreed to forward these when available.</p>	Clerk
	<p>6.5 Headteacher / Principal Update There were no updates to report.</p>	
7.	<p><u>Updates from Local Governing Committees</u></p>	
	<p>7.1 Items / Actions from LGCs requiring a response from the Board of Trustees Trustees noted the items raised by LGCs, which had been previously distributed. The Chair reported that he had reviewed these with the CEO to agree who should respond to each point. A copy of this would also be sent back to LGCs for information.</p> <p>The Chair noted the query from Burton Green regarding how the remuneration package of the CEO was determined, and outlined his proposed response to this point.</p> <p>Trustees noted that some of the questions raised seemed to be the result of a lack of communication between the Trust and the LGCs, with a lot of these being administrative points for the Central Team. It was agreed that improved communication needed to be a priority in the future.</p>	Clerk
	<p>7.2 Proposals for New Governor Appointments The following proposals for new governor appointments had been previously distributed:</p> <p>Vale of York Academy – Matt Halifax Manor CE Academy – David Judson</p> <p>Trustees approved the appointments. However, it was noted that the RSC had raised an issue about joint membership of both LGC and Board of Trustees, and it was agreed that this needed to be considered.</p>	

	<p>Trustees agreed that if there was guidance from the RSC against holding a dual role, the Board needed to have a clear justification about why this was still in place. David Judson noted that he felt he was very careful about his collective responsibility on both the LGC and the Board, and argued that there could be added value of having at least one person closely aligned with local issues, to bring this perspective.</p> <p>The Chair advised that when the MAT was first formed, there were representatives from each of the LGCs, and the guidance on not having individuals in dual roles was relatively recent. He added that following discussion with the CEO, an undertaking had been agreed with Mr Judson that he would be able to continue his position, though no further dual roles would be appointed in the future.</p> <p><i>[David Judson left the meeting at 6.15pm]</i></p> <p>Trustees noted that a Chairs' Committee was now in place, which provided local insight and LGC representation. It was suggested that as Mr Judson's term of office on Manor LGC was now coming to an end, this could be a natural point to draw a line under any future dual roles.</p> <p><i>[Allyson Buckton joined the meeting at 6.20pm]</i></p> <p>Trustees discussed the matter, and reached an agreement that due to the potential of conflicts of interest, there should be no more dual roles in place on both the Board and LGCs from this point onwards. Trustees agreed that it was important to reiterate to Mr Judson that this was not a reflection on any individuals, but was a decision about structure and external perception. The Chair agreed to speak to Mr Judson outside of the meeting to ask him to make a decision about which role he would like to continue in.</p> <p><i>[Simon Bryan-Smith left the meeting at 6.25pm; David Judson re-joined the meeting at 6.25pm]</i></p>	
8.	<p><u>Update on Trustee Recruitment & Appointments</u></p> <p>Trustees unanimously approved the appointment of David Kirkham as Associate Trustee for a period of one year. It was noted that Mr Kirkham would sit on the Standards Committee, but would have no voting rights outside of this committee.</p>	
9.	<p><u>Scheme of Delegation Review</u></p> <p>An amended version of the Scheme of Delegation had been previously distributed.</p> <p>It was noted that H3 item 10 needed to clarify that any data breaches must be reported to the Data Protection Officer. The Clerk agreed to update the document with this amendment.</p> <p>Subject to this amendment, the Scheme of Delegation was approved unanimously. The Clerk agreed to circulate the updated version to all schools and LGC chairs as soon as possible.</p>	Clerk
10.	<p><u>Updated Complaints Procedure & Toolkit</u></p> <p>Trustees unanimously approved the updated trust-wide Complaints Procedure and toolkit, which had been previously distributed.</p> <p>The Clerk agreed to circulate the documents to all schools and LGC chairs as soon as possible.</p>	Clerk
11.	<p><u>Implementation of the Governance Plan</u></p> <p>It was noted that the CEO's report on governance had been circulated on the day of the meeting. The CEO noted that it had been a year since the Trust had commissioned an external review of governance by AVEC, which had formed the basis for the development plan's Key Performance</p>	

	<p>Indicators. He added that the majority of these had been met, though there an annual impact report had not yet been produced.</p> <p>The CEO noted that governance had improved this year, particularly with the alignment of meeting structure and calendars. He noted a number of ideas for future development, as set out in his report:</p> <ul style="list-style-type: none"> - Trust board continues to monitor constitution and size to manage sub-committees - Recruitment of finance/accountancy and HR experts to the Board - Consider increasing Board of Trustees to thirteen in order to deal with all business required - Further consideration of recruitment of a fifth Member <p>Trustees accepted the recommendations outlined in the report..</p>	
12.	<p><u>Board of Trustees Self-Review</u></p> <p>The Chair proposed the need for a self-review of the Board of Trustee’s effectiveness, to be considered for the autumn document. He advised that he would work with the Clerk to consider the format that this should take.</p>	
13.	<p><u>Election of Chair and Vice-Chair of the Board of Trustees</u></p> <p>The Clerk reported that one nomination had been for Tony Myers for the position of Chair of the Board of Trustees.</p> <p>Tony Myers was unanimously elected as Chair of the Board of Trustees for a period of one year, from 1st September 2018.</p> <p>With reference to the Vice-Chair, it was agreed that a decision on this position should be carried forward to the September meeting.</p>	
14.	<p><u>Safeguarding (standing item)</u></p> <p>There were no issues to report.</p>	
15.	<p><u>Diocesan Update</u></p> <p>There were no updates to report. Olivia Seymour agreed to be the point of contact to provide updates from the Diocese for future meetings.</p>	
16.	<p><u>Any Other Business</u></p> <p>The Chair reported that Katherine Sinclair would be re-locating in the summer, and would therefore be stepping down from her role on the Board of Trustees. However, she had agreed to continue in her role to complete the cycle of performance management in September. Trustees thanked Ms Sinclair for her extensive commitment and work whilst serving as a Trustee and wished her well for the future.</p> <p><i>[Allyson Buckton and Brian Crosby left the meeting at 6.45pm]</i></p>	
17.	<p><u>Confidential Items</u></p> <p>17.1 Confidential minutes 23rd May 2018</p> <p>Previously distributed. The minutes were agreed to be a true and accurate record and were signed by the Chair.</p> <p>17.2 Update on CEO</p> <p>The Chair provided an update to Trustees on the work of the Succession Planning Group. He</p>	

	reported that the group had met and agreed a new draft contract for the Interim CEO post, having taken appropriate legal advice from the Trust's solicitors. The Chair reported that this document had been sent to the CEO for comment.	
18.	<p><u>Dates and Times of Next Meetings</u></p> <p>Trustees noted and agreed the proposed dates for 2018/19 (all at 5.30pm):</p> <ul style="list-style-type: none"> - Wednesday 19th September 2018 (additional meeting - Vision and Annual Review) - Wednesday 24th October 2018 - Wednesday 19th December 2018 (to include approval of annual accounts) - Wednesday 6th March 2019 - Wednesday 22nd May 2019 - Wednesday 17th July 2019 	

The meeting closed at 6.55pm

Signed: _____ Date: 19/9/18

Mr Tony Myers (Chair)

Action Points from the Hope Learning Trust Board meeting held on 11th July 2018

	ACTION	AGENDA ITEM	WHO	WHEN
1.	Write to congratulate primary headteachers and staff on SATs results	4	Karen Osborne	20/07/18
2.	Write to congratulate Manor on their outstanding SIAMS inspection report	4	Jackie Doyle-Brett	20/07/18
3.	Consider potential of joining the TSA Board to support and develop strategy and growth	6.2	All Trustees	01/09/18
4.	Circulate Chairs' minutes (18/06/18) when available	6.4	Clerk	ASAP
5.	Forward information on where responses would come from to LGC queries back to schools for information	7.1	Clerk	ASAP
6.	Circulate updated Scheme of Delegation to all schools	9	Clerk	Completed
7.	Circulate updated Complaints Procedure to all schools	10	Clerk	Completed
8.	Consider position of Vice-Chair	13	All	19/09/18

Items for the next agenda:

- Election of Vice-Chair
- LGC Updates (including minutes of any meetings available)
- Strategy & Growth

Future agenda items:

- Admissions numbers and potential increases
- Stakeholder feedback
- Scheme of Delegation Matrix review (July 2019)
- Governance Action Plan update
- HLT Development Plan