

## Hope Learning Trust Board of Trustees' Meeting

Minutes of the meeting held at Vale of York Academy, on Wednesday 19<sup>th</sup> September 2018, 5.30pm

**Present:**

Mr Tony Myers (Chair of the Board)	Mr David Judson
Mr Brian Crosby (CEO) <i>[from 5.40pm]</i>	Mrs Philippa Gowland
Mrs Olivia Seymour	Mrs Karen Osborne
Mr Ian Thomson	Rev'd Jacqueline Doyle-Brett <i>[from 6.05pm]</i>
Mr Mike Ferguson	Dr Julie McGonigle <i>[from 7.00pm]</i>
Mr Andrew Simpkin	

**In Attendance:**

Wendy Munro (Chief Operating Officer)  
 Allyson Buckton (Headteacher, Forest of Galtres Anglican Methodist Primary)  
 Jess Swarbrick (Governance Advisor, Clerk)

		Action
1.	<p><b><u>Welcome &amp; Opening Prayer</u></b></p> <p>The Chair welcomed everyone to the meeting, which opened with a prayer.</p> <p>He explained that this was an additional meeting with two main items – to review a summary of outcomes for 2018 across the Trust, and to start to formulate the questions which would be explored and addressed at the forthcoming Strategy Evening on Wednesday 10<sup>th</sup> October.</p>	
2.	<p><b><u>Apologies for Absence and Declarations of Interest</u></b></p> <p>Apologies were received, with consent, from Katherine Sinclair. Late apologies were also received, with consent, from Jacqueline Doyle-Brett and Julie McGonigle.</p> <p>There were no declarations of Interest. Trustees were asked to complete and return their annual declaration of business interests as soon as possible. Copies of the forms were circulated at the meeting.</p>	
3.	<p><b><u>Minutes of the meeting held on 11<sup>th</sup> July 2018, Action Plan and Matters Arising</u></b></p> <p>Previously distributed. The minutes were agreed to be a true and accurate record and were signed by the Chair.</p> <p><i>[Brian Crosby joined the meeting at 5.40pm]</i></p> <p>With reference to the Action Plan:</p> <ol style="list-style-type: none"> <li>1. Write to congratulate primary headteachers and staff on SATs results Completed</li> <li>2. Write to congratulate Manor on their outstanding SIAMS report Completed</li> <li>3. Consider potential of joining the TSA Board to support and develop growth and strategy Karen Osborne reported that she had received an expression of interest from one Trustee about this and had sent this to the CEO to take forward with the Director of the TSA</li> <li>4. Circulate Chairs' minutes from 18<sup>th</sup> June 2018 when available It was noted that these had not yet been received. The Clerk agreed to contact the Trust's Executive Assistant for the minutes and circulate.</li> <li>5. Forward information on where responses would come from to LGC queries back to schools for information The Clerk confirmed that this information had been sent to governors, however, a number of governors had raised concerns at the start of term that responses to their queries had</li> </ol>	

	<p>still not been received. The Clerk advised that she had forwarded these concerns to the Central Team, CEO and the Chair, but at the time of the meeting the queries had still not been addressed.</p> <p><i>6. Circulate updated Scheme of Delegation to all schools Completed</i></p> <p><i>7. Circulate updated Complaints Procedure to all schools Completed</i></p> <p><i>8. Consider position of Vice-Chair</i> The Clerk advised that there was considerable risk to not having a named person to take the position of Vice-Chair. Trustees were encouraged to give this further consideration. It was agreed that if this issue was not resolved at this meeting, it would need to be taken forward as an urgent item to be resolved at the next meeting on 24<sup>th</sup> October.</p> <p>With reference to item 7.2, the Chair advised that he had spoken to David Judson about his dual role on both the Manor LGC and the Board of Trustees following discussion at the previous meeting. Following this conversation, Mr Judson had agreed to stay on as a Trustee and step down as a governor at Manor. Trustees recognised that this had been a difficult decision to make and thanked Mr Judson for his continued commitment to the Trust.</p>	
4.	<p><b><u>Standards Committee draft minutes 10<sup>th</sup> September 2018</u></b></p> <p>Draft minutes from the Standards Committee meeting held on 10<sup>th</sup> September had been circulated for information. It was noted that the Standards Committee had scrutinised the secondary outcomes in detail at this meeting, and the minutes outlined the questions and challenges which had been raised by Trustees.</p>	
5.	<p><b><u>2017/18 Review &amp; Headline Outcomes for Primary and Secondary</u></b></p> <p>Headline data for 2018 Primary and Secondary outcomes had been circulated for information. The CEO provided a summary update for Trustees. He advised that secondary data was currently provisional, as national data had not yet been published. However, the Trust had benchmarked against a national database of other schools, which had enabled a fairly reliable picture in terms of progress scores.</p> <p><b><u>Manor CE Academy</u></b></p> <p>The CEO reported that headline figures for Manor showed a good performance, significantly above national average but with disappointing outcomes in some key areas. He advised that the Progress 8 (P8) score had come in around +0.35, rather than the +0.4 to +0.5 expected. It was noted that this was partly due to some sets in Maths coming in significantly below predicted targets, which in turn brought the overall Maths headline figure down, though some groups had performed well. It was noted that results for English had been very good.</p> <p>The CEO also reported that results for RE were now inline with the school's past average, following a dip in the past few years. He noted that RE results continued to be significantly above national. Design Technology had also had a positive performance as with the previous year. Child Development, Catering &amp; Hospitality and Textiles had also all performed well again.</p> <p>The CEO reported that Computing was an area of concern, with lower than predicted results, significantly below national average. He advised that the exact reasons for this were not clear at this point, though the school were investigating why this had happened.</p> <p>It was noted that results for Drama were lower than the previous year, though this was not felt to be a pattern of concern at this point.</p> <p>The CEO reported that Modern Foreign Languages (MFL) results were on a three year downward trajectory, and this was a key area of concern identified by the school.</p> <p>The CEO advised that overall, outcomes were still above average, but for an outstanding school it would be expected that progress scores would be significantly above. However, there were still</p>	

some areas for celebration, particularly outcomes in English.

Ms Osborne advised that performance of boys was a concern which had been raised by the Standards Committee in all of the Trust's secondary schools. It was noted that all schools would be looking at the data in more detail to unpick the reasons for this.

Trustees challenged the fact that there was no breakdown of RE data available in the report. It was noted that the Board had a legal responsibility to look at this on a regular basis for Manor, as a VA equivalent school. The CEO agreed to liaise with the Secondary School Improvement Lead to ensure that this information was regularly reported to the Board in future.

BC / KH

#### ***Barlby High School***

The CEO reported that Barlby's results were very positive, with a P8 score of +0.32, not far behind Manor in terms of overall progress scores.

English and Maths had both performed well, coming in just above the national average, and should be celebrated. The CEO advised that the Principal and staff had also worked hard on vocational qualifications, with the result that the scores for the "open bucket" (which included vocational) were the highest of all schools in the Trust.

The CEO advised that results for languages were also very strong.

Trustees agreed that outcomes for Barlby were extremely positive, particularly in light of the fact that the school had only put curriculum changes in place when it joined the Trust in September 2017. The CEO advised that he expected results to continue to strengthen going forward.

#### ***Vale of York Academy***

The CEO reported that Vale of York had made strong progress this year, with a P8 score of -0.29, compared with -0.64 the previous year. It was noted again that all P8 scores were estimates at this point, as national validated data had not yet been published. Trustees noted that whilst this was still a negative residual, it was significantly reduced from the previous year.

The CEO reported that Maths and Science both had positive residual scores, at national average for pupils making progress. It was agreed that this was a real step forward for the school.

He further reported that English had come in at -0.3, which was significantly higher than the -1.1 predicted after the mocks in January 2018.

The CEO advised that Pupil Premium was a key area for analysis and focus, as results for this group were the lowest of all three secondary schools, and also lower than the Scarborough schools.

It was noted that outcomes for Geography and MFL were also a concern. In addition, results for Design & Technology were also down from the previous year, though it was not thought this was a continuing pattern.

Ms Osborne noted that the Standards Committee had recognised that results for Vale of York had been a lot stronger than expected. However, a concern had been raised around the difference of predictions compared to actual outcomes. It was noted that this level of discrepancy was not helpful when trying to apply resources to specific areas of need. Ms Osborne advised that the Standards Committee had asked the Trust's Maths and English Directors to develop a framework of assessment predictions that all secondary schools could work with to ensure a consistent methodology and approach.

*[Jackie Doyle-Brett joined the meeting at 6.05pm]*

With reference to monitoring teaching progress and quality assurance, the Standards Committee had requested a consistent approach to this across the Trust. The CEO noted that there was a need for additional measures of good performance, in addition to lesson observations and book scrutinies. He explained that where these were shown to be good but then results did not reflect this, there was an issue to address. The CEO advised that other methods such as Pupil Voice could be effective in helping to monitor and quality assure teaching, though further work was needed on the sort of measures which could be employed.

**Trustees asked what was being done to ensure consistent and effective quality assurance across the Trust.** The CEO advised that school principals and the School Improvement Team would be looking at this in detail this term, with a view to developing a system to put in place from next September.

**Trustees asked whether the difference between predictions and actual results in some subjects was due to the new GCSE system this year.** The CEO advised that in some subject areas, there had been a discrepancy for some years between predictions and actual outcomes.

Trustees noted that the gap between Pupil Premium students and their peers was a concern across the city, though Manor had the smallest gap amongst the Trust schools, with Vale of York's being the largest. However, it was further noted that Pupil Premium students at Manor had performed well, but also that non-Pupil Premium students had not performed as well as expected in some areas, which had resulted in a smaller gap between the two.

**Trustees recognised that there was a financial pressure on all schools, but agreed that if there was a recognised issue with Pupil Premium attainment, then this should be a focus for resources.** The CEO advised that there had been an incremental increase in outcomes for Pupil Premium students across the Trust's schools, but he recognised the importance of focusing resources according to need. He advised that going forward, Vale of York had identified vulnerable students as a priority and boys in particular.

It was noted that English would continue to be a specific area of focus for Vale of York this year, with the Trust's Director of English working with the department one day per week, and Barlby's Head of English working half a day per week. In addition, Barlby's Head of English had also brought across schemes of work for use at Vale of York, enabling teachers to concentrate on quality teaching and learning. Trustees welcomed this positive working across schools.

**Trustees asked whether the progress data had been calculated using last year's national data.** The CEO advised that the Trust had used the SISRA database, which included data from around 100,000 schools. He explained that this provided a floating benchmark at present, until validated information was published by the DfE later in the autumn term.

Trustees thanked the CEO for his update, and Ms Osborne and the Standards Committee for the detailed scrutiny.

A question was raised regarding the School on a Page (SoaP) reports, which asked schools to judge themselves on each of the SIAMS summary judgements. It was noted that this did not fit with the new framework, and Diocesan advice would be that schools should not grade each strand. Ms Buckton advised that she had raised this question with the Primary School Improvement Lead. Mrs Seymour advised that she would be happy to discuss this in more detail with the School Improvement Leads to find a more effective way of reporting on this area within the SoaP.

OS

	<p><b>Primary Outcomes</b></p> <p>It was noted that primary outcomes had been reviewed by the Standards Committee at the end of the summer term. A summary set of comprehensive data had been circulated to Trustees for information, and included Baldersby St James CE Primary, which had joined the Trust on 1<sup>st</sup> September 2018.</p> <p>Trustees agreed that the great celebration of last year was Burton Green’s results being much higher than expected, and this was incredibly positive. However, the CEO advised that it was important to be aware that this year was a much smaller cohort of 16, some of whom had highly complex needs. He added that the school had had a very positive start to the year, with a new Headteacher now in place and staff upbeat and positive.</p> <p>Trustees agreed that it would be useful to arrange a programme of visits to schools, following on from those carried out the previous year. It was noted that the Trust’s Executive Assistant had already emailed all schools to ask them for dates when they would be willing to host a visit.</p> <p>Trustees agreed that having a theme for each visit would enable a clearer focus. It was further agreed that school leaders could be asked to identify a specific focus for the visit, potentially linked to the school’s vision and big themes from their academy development plan. Trustees further agreed that it had been helpful the previous year to be able to meet all stakeholders in school, including Senior Leaders, staff and pupils.</p> <p><b>A question was raised about the possibility of arranging a date for school staff to meet the Board, and a similar event for governors and Trustees to get together.</b> The CEO advised that this idea had been discussed in the past but not progressed, though it should be. It was agreed that having an opportunity for staff and governors to meet with Trustees in person could help to develop a sense of working together and being part of the same organisation.</p> <p>It was proposed that as part of the Vision and Strategy work, there should be a opportunity for governors and staff from all schools to meet and consult. Trustees agreed that to shape the vision and strategy, everyone in the Trust needed to be on board. The COO advised that she was happy to work with the Executive Assistant and Trustees to develop a schedule of drop in sessions where staff and governors could come and talk to Trustees one to one.</p> <p>The CEO also noted that all staff would attend a whole Trust training day at the start of the spring term in January. It was agreed that Trustees could potentially attend some or all of this day.</p>	WM
6.	<p><b><u>Vision &amp; Strategy</u></b></p> <p>A Powerpoint outlining initial thoughts for the forthcoming Vision and Strategy evening had been circulated on the day of the meeting. The Chair advised that the aim of this item was to identify the questions which would be considered and discussed at the Strategy evening.</p> <p>The CEO noted the Trust’s values and principles which had been agreed upon in the last academic year: <b>“<i>Serving Others, Growing Together, Living Life to the Full</i>”</b>, as well as seven key words: <b>“<i>Gracious, Compassionate, Kind, Loyal, Patient, Forgiving, Just</i>”</b>. The CEO also emphasised the Trust’s commitment to academic excellence and developing the whole child.</p> <p>The CEO stated that Trustees needed to consider how these values and principles would translate into the Trust’s vision going forward and what the Trust wanted to achieve.</p> <p>In terms of big questions, the CEO highlighted the following key points for consideration:</p> <ul style="list-style-type: none"> <li>- Location (York, North Yorkshire, beyond)?</li> <li>- Age range (Primary &amp; Secondary, single phase only)?</li> </ul>	

	<p>- Speed of growth (is this too rapid, too slow, or about right)?</p> <p>- What governance model?</p> <p>The Chair asked Trustees to consider whether there were any key questions or points to be addressed at the Strategy evening, and to email these to himself and the CEO in advance of that meeting on Wednesday 10<sup>th</sup> October. It was noted that the meeting was scheduled from 6-8pm.</p> <p>A number of points were noted for consideration, including:</p> <ul style="list-style-type: none"> <li>- The importance of keeping students at the heart of all discussions.</li> <li>- The need to consider in more detail communication, involvement and feedback.</li> <li>- The idea that if there is a clear vision, all decisions should be measured by it, and consideration was needed about how Trustees would know this was being achieved.</li> <li>- Trustees asked how narrow the questions were expected to be. The Chair proposed that they should be as broad as possible, to ensure that as much as possible had been considered.</li> <li>- It was proposed that the balance of schools within the Trust needed to be considered as part of this, and the importance of maintaining the identity and strong focus on church schools.</li> <li>- It was also agreed that consideration of balance between strong and weak performing schools also needed to be a point of discussion when looking at future schools joining the Trust.</li> <li>- In terms of growth, should the Trust grow and if so is there an optimum size? Linked to this, further discussion was needed about what collaboration would look like, both within the Trust and also with other Trusts.</li> </ul> <p>The COO noted that the Strategy evening on 10<sup>th</sup> October would provide the opportunity to gain clarity, and to put a plan in place to allow the Trust to achieve a vision that all were on board and signed up to. It was agreed that further sessions would be needed to continue to develop and progress from this starting point.</p> <p>The COO further noted that a clear vision and strategy would provide clear parameters to the Central Team within which to operate, as well as help communications with LGCs regarding clarity of reasons for decision making.</p> <p>It was agreed that ideally, once this session had taken place, the initial outcomes should be shared with LGCs to ensure they could see where their school fitted in and was supported in the strategic plan.</p> <p>Trustees agreed that the Strategy evening needed to be meaningful to be effective, with working groups breaking off to discuss specific questions before coming together and presenting. The COO agreed to work with Trustees and the CEO to agree a format for the evening. It was also agreed that there would need to be work in advance of the meeting to look at the questions being raised, and their level of focus and priority. The COO agreed to email out an invitation to all Trustees, including a clear remit of how the evening would be structured.</p> <p><i>[Julie McGonigle joined the meeting at 7.00pm]</i></p>	WM
7.	<p><b><u>Confidentiality</u></b></p> <p><b>7.1 Scarborough Staffing</b></p> <p><i>The following item has been recorded as a separate, confidential minute.</i></p>	

8.	<p><b><u>Any Other Business</u></b></p> <p>The Chair advised that this would be the CEO's last meeting before his retirement, and that when he returned on an Interim CEO contract on 8<sup>th</sup> October, he would no longer be a member of the Board of Trustees. Trustees thanked the CEO and wished him well, noting that they looked forward to continuing to work together following this change of circumstances.</p>	
9.	<p><b><u>Date and Time of Future Meetings</u></b></p> <ul style="list-style-type: none"> <li>* Wednesday 24th October 2018, 5.30pm</li> <li>* Wednesday 19th December 2018, 5.30pm (to include annual statement and accounts sign off)</li> <li>* Wednesday 13th March 2019, 5.30pm</li> <li>* Wednesday 22nd May 2019, 5.30pm</li> <li>* Wednesday 17th July 2019, 5.30pm</li> </ul>	

The meeting closed at 7.30pm

Signed: \_\_\_\_\_



Date: 24/10/18

Tony Myers (Chair of the Board of Trustees)

**Action Points from the Hope Learning Trust Board meeting held on 19<sup>th</sup> September 2018**

	ACTION	AGENDA ITEM	WHO	WHEN
1.	Ensure regular reporting on breakdown of RE data for Manor	5	Brian Crosby / Katherine Humpleby	Ongoing
2.	Speak to Primary and Secondary School Improvement Leads about the best way to report on SIAMS SEF within the School on a Page report	5	Olivia Seymour	24/10/18
3.	Arrange drop in sessions for staff and governors to meet with Trustees	5	Wendy Munro	24/10/18
4.	Send out Strategy Meeting invitation with details of structure and remit of the session	6	Wendy Munro	ASAP

**Items for the next agenda:**

- \* Appointment of Vice-Chair
- \* LGC Updates (including items to raise with the Trust Board)

**Future agenda items:**

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