

Hope Sentamu Learning Trust Board of Trustees
Minutes of the meeting held on Wednesday 3rd November 2021 at 6.00pm
Via Zoom

Present: Tony Myers (Chair of Trustees) Karen Osborne
Philippa Gowland [from 7.20pm] Jane Lewis
Ian Thomson Andrew Simpkin
Fred Owen [to 8.00pm] Alison Smith

In Attendance: Helen Winn (CEO, Hope Sentamu Learning Trust)
Wendy Munro (COO, Hope Sentamu Learning Trust)
Julie Caddell (Principal, Barlby High School) [to 7.25pm]
Amanda Devaney (Exec. Principal, Newland St John's and St James' Primary Academies) [to 7.25pm]
Chris Mulqueen (Exec. Principal, Aspire and Compass Academies) [to 7.25pm]
Jess Swarbrick (Governance Advisor & Clerk)

		Action
1.	<p><u>Welcome & Opening Prayer</u> The Chair welcomed everyone to the meeting, which opened with a prayer.</p>	
2.	<p><u>Apologies for Absence and Declarations of Interest</u> Apologies were received, with consent, from Peter Duffield. Late apologies were also received, with consent, from Philippa Gowland.</p> <p>In relation to discussions regarding City of York Council (CYC), Philippa Gowland declared an interest as a CYC employee. In relation to discussions regarding the Diocese of York, Alison Smith declared an interest as a Diocese employee.</p> <p>The Chair noted that SIAMS training for Trustees had been arranged for Tuesday 30th November at 6pm via Zoom. The Governance Advisor agreed to forward a confirmation of this date to Trustees for information.</p>	
3.	<p><u>Minutes of the meeting held on 15th September 2021, Action Plan and Matters Arising</u> Previously distributed. The minutes were agreed to be a true and accurate record.</p> <p>With reference to the Action Plan:</p> <p>1. Trustees were asked to print and sign the business interest and ethos declaration forms, and to return either a scanned or photographed copy to the Governance Advisor as soon as possible. The Governance Advisor noted that the majority of forms had now been returned, and a further email had been sent to chase those outstanding on 1st November.</p> <p>2. The CEO and Chair agreed to discuss how best to arrange link roles for SEND and Whistleblowing, and Trustees were asked to consider taking these on. It was confirmed that Jane Lewis would take the Whistleblowing Trustee role, and Alison Smith would take the SEND Trustee role.</p>	

	<p>3. <i>The Governance Advisor agreed to confirm these changes with the Diocese. The CEO agreed to speak to the Principal and LGC Chair at Manor and ASA to advise them of the changes to the size of the LGC. Completed. It was noted that changes to the LGC size at Archbishop Sentamu Academy (ASA) and Manor CE Academy had been agreed by the Diocese and confirmed with the schools.</i></p> <p>4. <i>The CEO agreed to circulate a School Improvement Team structure for information. Completed. It was noted that a copy of the School Improvement Team structure had been circulated with the agenda for information. In response to a question from Trustees, the CEO confirmed that the Director of Primary was a member of the Executive Steering Group and the list would be updated to reflect that. In response to a query about network groups for Maths and Geography, the CEO confirmed that these were in place but had been missed off the list in error.</i></p> <p>5. <i>The COO and Governance Advisor agreed to review the Governance Handbook and update this to include new structures and all HSLT schools. The COO confirmed that updates to the Governance Handbook were in their final stages, and this would be re-released following a review with the Trust’s Executive Assistant and the Governance Advisor.</i></p> <p>6. <i>Trustees were asked to read the updated KCSIE guidance and complete the Google form to confirm they had read and understood this. The Governance Advisor agreed to circulate the link to the Google form. The Governance Advisor noted that she would check with the Inclusion Lead to confirm whether there were any governors and trustees who had not yet completed the form, and chase this up.</i></p> <p>7. <i>The COO agreed to review and ensure consistency with the Allegations of abuse against staff policy and update as needed. The COO confirmed that the updates had been completed as requested.</i></p> <p>There were no other matters arising.</p>	
4.	<p><u>Update on Chair’s Action</u></p> <p>The following points had been approved under Chair’s Action, and were noted:</p> <ul style="list-style-type: none"> * Approval of Child Protection & Safeguarding Policy (following amendments requested at the Full Board meeting on 15th September 2021) * Approval of policies which have been rebranded with the Hope Sentamu logo and references updated to HSLT throughout). A list of these policies had been circulated with the agenda for information. * Approval of minor amendments to the Equality Objectives Policy. 	
5.	<p><u>Committee Updates</u></p> <p>5.3 Standards Committee</p> <p>Minutes from the meeting held on 18th October had been circulated with the agenda for information. No questions were raised.</p> <p><i>APPROVED: The Board of Trustees approved the minutes from the Standards Committee meeting held on 12th July 2021, which had been brought forward due to lack of quorum at the committee meeting on 18th October.</i></p> <p>5.2 Distinctiveness & Personal Development Committee</p> <p>Draft minutes from the meeting held on 20th October had been circulated with the agenda for information.</p>	

	<p>Trustees were encouraged by the good practice being demonstrated by Vale of York Academy through their Snake project, and asked whether this would be rolled out more widely across the Trust. The CEO advised that there was already interest from other schools in the project, and Rob Orr would be attending a network group to share good practice with colleagues. The CEO added that it was important to monitor and measure impact of the project as well, to ensure that this reflected the time invested in the work.</p> <p>5.3 Resources Committee Minutes from the meeting held on 11th October had been circulated with the agenda for information.</p> <p>With reference to the five year maintenance and development plan for Barlby High School, Trustees asked whether this was ambitious enough. The COO advised that the strategic plan would make a significant impact to the school environment in enhancing and developing it, and would reduce the need for reactive maintenance work across the premises.</p> <p>The Chair thanked all Trustees for their detailed scrutiny and challenge at committee level, which was reflected in the minutes of these meetings.</p>	
6.	<p>CEO Report Previously distributed. The CEO advised that following meetings with all headteachers and LGC Chairs in the first half of term to look at the strategy for school improvement, the focus for the rest of the year would be embedding this rather than introducing further change unless absolutely necessary. She advised that key strategies were already being rolled out in the schools and were starting to have an impact. Questions were invited on the CEO's Report.</p> <p>Trustees asked whether any further progress had been made regarding the insurance claim at George Pindar School, following the boiler breakdown and subsequent flood. The COO advised that documentation and final costs for the solutions had been finally received that day, and forwarded to the key contact at RPA. She advised that this was a work in progress and was moving forward slowly.</p> <p>With reference to the Trust Inclusion Framework, Trustees agreed this sounded like an incredibly detailed and helpful audit tool, but asked whether there would be the potential for summary outcomes to be reported back to the Board on best practice and potential gaps. The CEO advised that the Inclusion Lead had already amended the original audit tool to ensure it was bespoke in reflecting what was in place for different pupil groups. She advised that on completion of the audit across all schools, the Inclusion Lead would report back on key themes coming through as well as strengths and areas for development. The CEO advised that the framework would also be used to support the setting up of the Virtual School.</p> <p>Trustees noted that it was helpful to see in the CEO's Report which schools were believed to be in the Ofsted inspection window, and asked what the Board could do in terms of supporting LGCs in their meetings with Ofsted. The CEO advised that the Trust would need to be able to draw on Trustees in the event of a notification of inspection. She noted that it was important for Trustees to familiarise themselves with the school's self-evaluation framework (SEF), as well as an understanding of the safeguarding procedures and practice in place, particularly in response to the recommendations from the recent Ofsted review on sexual harassment.</p> <p>Trustees noted that the next half term would see an evaluation of the Trust using the MAT Assurance Framework, and asked how they could support this. The CEO advised that the</p>	

	<p>Executive Steering Group would be meeting later in November to look at the framework, and would bring further detail of this review back to the next meeting in December.</p> <p>Trustees asked what their role and remit would be in the evaluation process, and how a full MAT inspection would look. The CEO advised that she was happy to present a separate training session for Trustees on this issue. She explained that under a full MAT inspection, schools which were due for inspection would be looked at over a period of two to three weeks. Inspectors would spend time in the Trust looking at systems and processes which were in place, and how much of this was centralised. The CEO noted that the Trust may choose to take inspectors to schools not in the inspection window to demonstrate particular areas of good practice which were in place.</p> <p>ACTION: The CEO agreed to forward a copy of a presentation on MAT inspections to Trustees for information and bring further detail on the self-evaluation following review by the Executive Steering Group to the next meeting.</p> <p>The Chair advised that the MAT Assurance Framework would provide a structure and answers to a number of questions raised regarding full MAT inspection. He advised that he had attended an introduction session on the process with the CEO some weeks ago, which had been run by Ofsted. It was noted that Trustees would be asked questions at a systemic level, and would need to evidence through minutes and reporting that the Board were effectively governing across multiple school settings, and were assured that the LGCs were providing the right level of support and challenge to leaders at a local level.</p> <p>With reference to staff absence figures, which had been circulated with the agenda, Trustees noted particularly high figures at ASA and Poppleton Ousebank Primary. The CEO advised that the figures needed to be viewed in the context of a number of long-term staff absences, which were being managed under HR procedures. She confirmed that this was the case in the two schools mentioned. However, the CEO also highlighted that the first half of the autumn term had been incredibly challenging for schools, with high levels of absence from both Covid-related isolation and other illnesses. All three headteacher representatives confirmed to Trustees that there had been significant difficulties in schools due to both staff and pupil absences since September. It was noted that where there had been higher levels of absence amongst support staff, this had impacted on the progress of planned interventions for pupils.</p> <p>Trustees asked how often absence figures were reviewed, as this was clearly an issue which needed close monitoring. The COO advised that staff absence was a key focus, and was subject to fortnightly reviews by the HR Team. In addition, a report would be presented at every Board meeting so that Trustees could monitor this at a strategic level.</p>	HW
7.	<p>Strategic Plan</p> <p>Previously distributed. The CEO highlighted page 4 of the plan, which RAG rated impact across all schools in a number of key areas. She advised that Trustees needed to be aware that two schools in the Trust had an Ofsted judgement of Outstanding, though current self-evaluation indicated that Manor was Good and Poppleton Ousebank was on the cusp between Good and Outstanding. She advised that it was important that the Board understood that whilst both schools were Good, there was a question around whether they would retain their Outstanding judgement if inspected at this point.</p> <p>With reference to the RAG rating, the CEO advised that this was based on when schools were due for their next inspection, and whether it was felt that they were on track for a Good judgement at the expected inspection point. The CEO advised that within the primary schools there was a significant amount of work still needed on curriculum development over the next</p>	

	<p>year. All primary schools were working with Next Steps School Improvement consultants, who were supporting leaders to evaluate, plan and develop the curriculum.</p> <p>Amanda Devaney reported that Next Steps had really helped subject leaders to develop their understanding of accountability, and start to understand the difference between management and leadership of their subject. She advised that staff were really positive about the work, and were starting to use a common language in discussing subject development and sharing good practice.</p>	
8.	<p><u>Safeguarding</u></p> <p>An update report from the trust Inclusion Lead had been circulated with the agenda, along with an update following the safeguarding inspection at Graham School and a response to the Ofsted review of sexual abuse in schools and colleges.</p> <p>The CEO advised that the response to the Ofsted review had been produced at the request of the Board for this meeting, though the Trust had begun to implement the recommendations from the review immediately after its publication in June 2021. The CEO advised that headteachers had been asked to report to their next LGC meeting about their school's specific actions against the seven recommendations.</p> <p><i>Trustees asked how progress on actions from external audits were monitored, and whether this was the role of the link governor to track.</i> The CEO advised that headteachers met regularly with their safeguarding link governors to review audit findings, and this was also overseen by the Trust's Inclusion Lead. The CEO noted that Trustee access had been set up to view external audit reports for all schools, so that feedback and how this was being addressed could be reviewed. Fred Owen, Safeguarding Trustee, advised that he had reviewed the school and Trust websites and raised an issue regarding a lack of clarity on where to report concerns on some of the sites. He agreed to arrange a meeting with the Trust's Inclusion Lead to flag up these issues to be addressed.</p> <p><i>ACTION: Fred Owen to arrange a meeting with the Trust's Inclusion Lead to discuss queries relating to the school websites.</i></p> <p>It was noted that the Inclusion Lead's report should reflect that the recent Trust safeguarding training had been attended by trustees as well as governors. The CEO agreed to update this, noting that there was also a register kept of all attendance at the training. The CEO also advised that where there were LGCs which had not had any representation at the training, these were being followed up by the Inclusion Lead, with additional sessions being arranged.</p> <p>Trustees noted that it was essential that all safeguarding link governors completed the training, and that it was made clear to them that this was part of the remit of their role.</p> <p><i>ACTION: The Governance Advisor agreed to forward a list of all safeguarding governors to the Inclusion Lead, to ensure that they had completed the training.</i></p> <p>The CEO advised that the Trust continued to find ways to ensure that there was a robust and clear safeguarding culture in all schools, and that children and parents felt confident about reporting any concerns, and how and where to do this. She advised that systems were being updated to ensure clear lines of reporting in all schools. A new Inclusion Data Dashboard was now in place, which would be presented at all LGC meetings, and would include an update on any issues reported. The CEO advised that a summary of this dashboard would also be presented at every Board meeting from December.</p>	<p>FO</p> <p>JS</p>

<p>9.</p>	<p><u>Policies</u></p> <p>9.1 PAN Recommendations from LGCs Previously distributed. Trustees asked whether schools and governors were ambitious enough in their growth strategies in relation to future pupil numbers, and asked whether this should be discussed in more detail with LGCs in advance of PAN proposals for 2024-25. The CEO agreed that this was something which could be looked at, and noted the importance of balancing place planning with the right level of ambition. It was suggested that an “ambition” number should be presented alongside the proposed PAN so that Trustees could see where there were growth plans in place. Trustees asked for a review of Manor’s proposed PAN, which was unchanged at 240. It was noted that with the basic needs funding coming in for additional numbers in 2023, the PAN should be increased to reflect this. The CEO agreed to review this.</p> <p>ACTION: Review proposed 2023-24 PAN for Manor, in light of additional pupil numbers and associated basic needs funding.</p> <p>Trustees received the proposed PAN recommendations, noting that final admissions policies for 2023-24 would be brought for approval in January 2022 following public consultation.</p> <p>9.2 Policies for approval / to note</p> <ul style="list-style-type: none"> * DRAFT Admissions Policies - York schools. It was noted that the policies were currently out for consultation and would be brought for final approval in January. * Data Protection (UK GDPR) Policy (Appendix A : Data Retention Schedule - Operational document under further review, to be added prior to publication) APPROVED * Reporting Low Level Safeguarding Concerns Policy (previously reviewed by DPD Committee) APPROVED * Peer on Peer Abuse Policy (previously reviewed by DPD Committee) APPROVED * Attendance and Absence Policy (previously reviewed by DPD Committee) APPROVED * Behaviour Policy (previously reviewed by DPD Committee) APPROVED * Anti-Bullying Policy (previously reviewed by DPD Committee) APPROVED * Exclusion Policy (previously reviewed by DPD Committee, escalated from Standards Committee due to insufficient quorum) The CEO agreed to check that suggested changes from the Chair of the Standards Committee had been incorporated into the policy for approval. A question was raised regarding a recent Stage 3 complaints hearing, and whether the Exclusion Policy had been reviewed in light of the recommendations from the panel in that case. The COO advised that the Exclusion Policy had been reviewed and re-written before the panel hearing had taken place, and some elements were different to the policy which had been in place at the time that the complaint had been raised. She also confirmed that the policy was fully legally compliant. The CEO added that it was important to ensure that policy and procedure was properly followed, and that all involved understood how this needed to happen. APPROVED. * Special Educational Needs and Disability Policy (escalated from Standards Committee due to insufficient quorum) APPROVED <p>A request for an extension on the review of the Freedom of Information Policy to January 2022 was agreed by Trustees.</p>	<p>HW</p>
<p>10.</p>	<p><u>Updates from Local Governing Committees</u></p> <p>10.1 Items raised by the LGC for attention of the Board</p>	

Previously distributed. Trustees noted the points which had been highlighted by the LGCs for their attention. Where items related to operational issues, including finance, the COO confirmed that these would be picked up by the Central Team and a response given to the headteacher to feed back to the LGC. The following points were discussed:

Archbishop Sentamu Academy

Trustees noted the extract from the Principal's report which governors had wanted to bring to their attention, highlighting some of the significant issues being dealt with in school on a daily basis. The CEO advised that these kinds of issues had been something that the school had been dealing with for some time, not just this year, but that they had not previously been reported to the LGC. Moving forward, the CEO advised that the Principal would not include the same level of detail to governors, but that she had wanted to emphasise the significant challenges which were being dealt with in school. The CEO advised that behaviour was one of these challenges, along with quality of provision.

Following discussion at the Distinctiveness and Personal Development Committee about support for staff who were dealing with these issues, the CEO advised that she was working with HR to source supervision for staff within the school. She noted that during this significant period of change an improvement, additional external support would be provided.

Aspire Academy

Trustees noted the success of students in GCSE and vocational outcomes this year. It was agreed that it was important to celebrate success as well as to address and highlight challenges within the Trust.

Chris Mulqueen reported that the number of students on roll at Aspire was currently significantly above the PAN of 150, though this number did not work in the same way as in mainstream schools, as places were commissioned at the academy. Chris advised that he had discussed with the CEO the need to ensure flexibility in staffing recruitment in order to respond to the needs of students as they came to Aspire.

APPROVED: Trustees agreed delegated authority in terms of additional staffing for Aspire and Compass Academies within budget as required to meet the needs of new students, through the Resources Committee Chair initially. It was further agreed that where an email sign off was required, Trustees were supportive of this approach.

Baldersby St James

Trustees noted the comments from governors on the proposed closure of the school. It was noted that an update on Baldersby St James would be discussed in more detail under confidential items at the end of the meeting.

Poppleton Ousebank

Governors at Poppleton Ousebank had highlighted significant issues and concerns relating to the kitchen and catering staff, which had been flagged up by the Principal. The COO responded to these comments, noting that the Trust had not put the school in the position described by the LGC. She advised that a tender process was being run for the extractor fan and hood canopy, which would be covered by SCA funding. The COO also advised that elements raised within the report by the LGC were the school's responsibility to address and to escalate, and the Trust's Operations Manager was working with the school on these.

ACTION: The COO agreed to draft a full response to governors' concerns and forward this to the LGC Chair.

WM

With reference to Aspire and Compass Academies, Trustees asked whether knowledge and best practice was being shared with colleagues at ASA. Chris Mulqueen reported that he had done some work with the school before the summer break, but not since September. He advised that following a discussion with the Trust's Inclusion Lead that afternoon, it had been agreed that further support would be beneficial to the school. It was also noted that Chris was supporting colleagues at Barlby High, and was also starting to work with Manor as well.

10.2 Governor Appointments

A number of governor appointments were proposed for Trustee approval, and information on skills and experience for each proposed appointment had been circulated with the agenda. The Governance Advisor confirmed that all proposed new governors had met with LGC Chairs and were recommended for appointment:

Aspire Academy – Kerry Fowler

Barlby High School – Karina Hull, Andrew Hindle and Sandra Chambers

Poppleton Ousebank Primary – James Browne and Alan Park

APPROVED: Trustees approved all proposed governor appointments.

It was noted that the following parent governor appointments had been made since the last meeting:

Baldersby St James – Sally Muir, Andrew Dickie

10.3 Link Governor Roles

For information, a list of link governor appointments to the key roles of Safeguarding, Pupil Premium, SEND and Whistleblowing had been circulated with the agenda.

10.4 Approval of LGC Chairs

Archbishop Sentamu Academy - Sue Teal

Aspire Academy - Lynn Benton

Baldersby St James - David Judson

Barlby High - Paul Cannovan

Burton Green-Skelton - Judy MacDermot

Compass Academy - Lynn Benton

Forest of Galtres - Sue van Hout

George Pindar School-Graham School - Alan Richards (paid position)

Manor - Andy Richardson

Newland St Johns - Neil Sanderson

Poppleton Ousebank - John Wilkinson

St James - Pat O'Brien

Vale of York - Patrick Looker

The Chair noted that Paul Cannovan would be stepping down as Chair and from the LGC at Barlby High at the end of the academic year. The CEO advised that she would support the Principal and LGC in succession planning for next September.

APPROVED: Trustees approved the proposed LGC Chairs.

[Jane Lewis abstained from voting on the appointment of Alan Richards, as she had introduced him to the Trust the previous year, for consideration as a paid Chair in Scarborough. Whilst she supported the appointment, she felt that it was not appropriate for her to take part in a vote on the matter.]

11.	<p><u>Any Other Business</u> There was no other business to report.</p>	
12.	<p><u>Items / Issues to Report to LGCs</u></p> <ul style="list-style-type: none"> * Link Trustee roles were confirmed: Fred Owen (Safeguarding); Philippa Gowland (Pupil Premium); Jane Lewis (Whistleblowing); Alison Smith (SEND). * Trustees received an update from the CEO on the school improvement strategy meetings which had taken place with all headteachers and LGC Chairs this term. The CEO reported that these meetings had been really positive, and the identified priorities were already being rolled out and starting to have an impact across the schools. * The CEO provided an update on the Trust’s Inclusion Framework, which was being used to support an audit by the Inclusion Lead across all schools. Trustees heard that Chris Mulqueen, Executive Principal at Aspire and Compass Academies, was working with the Inclusion Lead to support headteachers with their inclusion strategies. * Trustees discussed the MAT Assurance Framework, which would be developed this half term, and the recent Ofsted announcement on MAT evaluations from January 2022. Trustees discussed their role in this process, in ensuring a clear knowledge and oversight of the whole Trust as well as assurance of LGC oversight at a local level. * Trustees heard an update on primary curriculum development progress from the CEO, which was part of the Trust’s Strategic Plan. * Trustees received an update on safeguarding, along with a report outlining the Trust’s response to the June 2021 Ofsted review on sexual harassment. The report outlined the actions taken by the Trust against each of the seven recommendations. The CEO advised that headteachers had also been asked to report to their LGC on their school’s response to these recommendations. * The following policies were approved: <ul style="list-style-type: none"> Data Protection (UK GDPR) Policy (<i>Appendix A : Data Retention Schedule</i>) Reporting Low Level Safeguarding Concerns Policy Peer on Peer Abuse Policy Attendance and Absence Policy Behaviour Policy Anti-Bullying Policy Exclusion Policy Special Educational Needs and Disability Policy * Trustees discussed items raised by LGCs for their attention. It was noted that where issues related to operational matters, these would be responded to by the Central Team directly to headteachers to feed back. Trustees noted that where items required a response, these were being dealt with, or had already been addressed. * New governor appointments were approved at Barlby High, Poppleton Ousebank and Aspire Academies. New parent governor appointments were noted at Baldersby St James. * All proposed LGC Chair appointments were approved by the Board of Trustees. <p><i>[Chris Mulqueen, Amanda Devaney and Julie Caddell left the meeting at 7.25pm]</i></p>	
13.	<p><u>Confidential Items</u></p> <p>13.1 Confidential minutes of the meeting held on 15th September 2021 Previously distributed. The minutes were agreed to be a true and accurate record.</p> <p>13.2 Confidential minutes of the Resources Committee meeting held on 11th October 2021 Previously distributed. For information.</p>	

	<p>13.3-13.5 Other Confidential Updates <i>The following discussion has been recorded as a separate, confidential minute.</i></p> <p><i>[Fred Owen left the meeting at 8.00pm]</i></p>	
14.	<p>Dates and Times of Future Meetings Wednesday 15th December 2021, 6pm (Approval of Final Accounts and Annual Report) Wednesday 19th January 2022 (Following AGM) Wednesday 16th March 2022, 6pm Wednesday 25th May 2022, 6pm Wednesday 20th July 2022, 6pm</p>	

The meeting closed at 8.10pm

These minutes were approved by the HSLT Board of Trustees at their meeting on 15th December 2021

Action Points from the Hope Learning Trust Board meeting held on 3rd November 2021

	<i>ACTION</i>	<i>AGENDA ITEM</i>	<i>WHO</i>	<i>WHEN</i>
1.	<i>The CEO agreed to forward a copy of a presentation on MAT inspections to Trustees for information and bring further detail on the self-evaluation following review by the Executive Steering Group to the next meeting.</i>	6	<i>Helen Winn</i>	<i>08/12/2021</i>
2.	<i>Fred Owen to arrange a meeting with the Trust's Inclusion Lead to discuss issues relating to the school websites</i>	8	<i>Fred Owen</i>	<i>08/12/2021</i>
3.	<i>The Governance Advisor agreed to forward a list of all safeguarding governors to the Inclusion Lead, to check the attendance register and ensure that they had completed the training.</i>	8	<i>Jess Swarbrick</i>	<i>COMPLETED</i>
4.	<i>Review proposed 2023-24 PAN for Manor, in light of additional pupil numbers and associated basic needs funding.</i>	9.1	<i>Helen Winn</i>	<i>08/12/2021</i>
5.	<i>The COO agreed to draft a full response to governors' concerns at Poppleton Ousebank and forward this to the LGC Chair.</i>	10	<i>Wendy Munro</i>	<i>15/11/2021</i>

Items for future meetings:

MAT Assurance Framework