

Hope Sentamu Learning Trust Board of Trustees Minutes of the meeting held on Wednesday 20th July 2022 at 6.00pm Via Zoom

Present: Tony Myers (Chair of Trustees) Karen Osborne
 Philippa Gowland Jane Lewis
 Ian Thomson Andrew Simpkin
 Alison Smith

In Attendance: Helen Winn (CEO, Hope Sentamu Learning Trust)
 Wendy Munro (COO, Hope Sentamu Learning Trust)
 Simon Bryan-Smith (CFO, Hope Sentamu Learning Trust) [to 7.45pm]
 Amanda Devaney (Executive Principal, St James and Newland St John CE Primary Academies) [to 7.45pm]
 Jess Swarbrick (Joint Head of Governor Services, Clerk)

		Action
1.	<p><u>Welcome & Opening Prayer, Apologies for Absence and Declarations of Interest</u></p> <p>The Chair welcomed everyone to the meeting, which opened with a prayer. Apologies were received, with consent, from Peter Duffield. Fred Owen was absent. Apologies were also received, with consent, from Chris Mulqueen Executive Principal.</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 an employee of the Diocese.</p>	
2.	<p><u>Minutes of the meeting held on 25th May 2022, Action Plan and Matters Arising</u></p> <p>Previously distributed. The minutes were agreed to be a true and accurate record.</p> <p>With reference to the Action Plan:</p> <p>1. The CEO agreed to amend the primary RSE policy as required in relation to the comments and questions raised at the meeting on 16th March and re-circulate to Trustees for approval via email. (CARRIED FORWARD) Completed. The amended policy had included on the agenda, with amendments highlighted for information.</p> <p>APPROVED: Trustees approved the Primary RSE Policy unanimously.</p> <p>2. Trustees agreed the proposal to withdraw the request from CST for the external review, and forward details of the NGA proposal to the Chair, for consideration and to check there were no conflicts of interest. It was agreed that Jane Lewis would also review the proposal. The Chair reported that he had received details from NGA this week of the consultant they were intending to use.</p> <p>ACTION: The Chair agreed to move forward the external governance review process with NGA at the start of September.</p> <p>3. High-level figures report to next Board meeting on significant in-year budget changes. It was noted that this action would be ongoing for future meetings.</p>	TM

	<p>4. Karen Osborne and the COO to arrange a call to discuss the LGC queries raised and to report back to the LGC Chairs accordingly. Completed.</p> <p>There were no other matters arising.</p>	
<p>3.</p>	<p><u>2022/23 Start Budget Approval (including individual school budgets)</u></p> <p>Previously distributed. Andrew Simpkin, Chair of the Resources Committee reported that the start budget presentation was the culmination of a great deal of work by the Central Team, led by the Chief Finance Officer (CFO) and Chief Operations Officer (COO). He advised that the Resources Committee had scrutinised the budget information in detail at their meeting on 27th June. Challenge and points of clarification had been raised, and subsequently an updated version had been further scrutinised by the Resources Committee on 4th July. On this basis, the committee were recommending the budget for approval by the Board of Trustees.</p> <p>The forecast showed a deficit budget over the next three years, which was due the need for continued investment to support school improvement, particularly at Barlby High School and Archbishop Sentamu Academy (ASA), which had been discussed in detail by Trustees across the year. Four schools (Burton Green, Newland St John’s, ASA and Barlby High) had been invited to the Resources Committee on 27th June for a more in-depth review due to their budget position. Trustees on the committee had provided scrutiny and challenge to understand the reasons for this and the action being taken to address it, and details of this were provided in the minutes from that meeting. Andrew also highlighted the information on the Central Education Support Team and non-education structures centrally, which were detailed in the presentation and encompassed the discussion of Trustees at their recent strategy day.</p> <p>This investment had been discussed in detail by Trustees over the course of the year. It was noted that approval requested was for the 2022/23 budget, as future forecast years would be subject to change moving forward. The reserves position of the Trust at the end of the three year forecast period remained in-line with policy, at 4% of annual GAG funding.</p> <p>The CFO advised that on 19th July, the DfE had suggested that the pay award for teachers may come in on average around 2% higher than originally indicated by the Local Government Committee. He advised that if no funding was provided for this increase, it would put additional pressure of just over £300,000 on the budget in 2022/23 and a further £400,000 in 2023/24. However, this was currently for noting, as no detail had been confirmed. The CFO also advised that with this increase, the Trust reserves at year-end would remain in-line with the policy at over 4%. Trustees noted the potential impact as reported.</p> <p><i>Trustees requested clarification on the life cycle fund for ASA, and whether this was included in the central reserves pot.</i> The CFO advised that the reserves figure excluded the life cycle, which remained ring-fenced and was currently around £1,400,000. The COO advised that the intention was to request to Hull City Council (HCC) that the Trust be relinquished of any responsibility in relation to the fund, based on the exit agreement arranged by the former CEO of Sentamu Academy Learning Trust. This would provide more flexibility on the use of the fund, and it would go into central reserves.</p> <p><i>Trustees asked how confident the Trust was about budget projections in terms of pupil numbers moving forward.</i> The CFO advised that the confidence value for pupil numbers was fairly high, based on the information available. Trends indicated a reduction in numbers in some schools, and the budget presentation identified a specific risk at Burton Green Primary, Graham School and George Pindar School. Forecast numbers at Barlby High had also been reduced due to a drop-off since the publication of their Ofsted report.</p>	

	<p>APPROVED: Trustees unanimously approved the 2022/23 start budget. Formal thanks were recorded to the Central Team involved in the process for all their work to bring it together, and to the Resources Committee led by Andrew Simpkin for the detailed scrutiny.</p>	
4.	<p><u>Committee Update</u></p> <p>4.1 Resources Committee Minutes from the meetings held on 27th June and 4th July had been circulated with the agenda. No questions were raised.</p> <p>4.2 Distinctiveness & Personal Development Committee Minutes from the meeting held on 29th June had been circulated with the agenda. Questions were invited.</p> <p>Trustees asked for an update on the request from Graham School for funding to appoint an Education Welfare Officer (EW). It was noted that the issue of needing additional support in schools had been discussed throughout the year, and Trustees asked how this was being fed into the strategic plan. The CEO explained that this issue would be addressed as part of the update on Inclusion to be taken as part of her report under item 5.</p> <p>4.3 Audit & Risk Committee Draft minutes from the meeting held on 6th July had been shared on the agenda earlier that afternoon for information. It was noted that an update from the committee would be provided under item 7.</p> <p>4.4 Standards Committee The meeting scheduled for 11th July had been cancelled.</p>	
5a.	<p><u>CEO Report – Inclusion Update</u></p> <p>Previously distributed. The CEO advised that following discussion at the DPD Committee, Katherine Humpleby, Secondary School Improvement Lead, had undertaken a piece of work on inclusion across the Trust. She advised that this had also been discussed during a recent strategy day with headteachers. There was an emerging need around attendance across the Trust. Where schools had historically had issues with hard to reach students, this gap had widened, and other schools which had not previously had significant issues, non-attendance had increased, particularly amongst children in more vulnerable groups.</p> <p>The CEO advised that one of the key areas being looked at as part of the investigation into how to address attendance, was the importance of community engagement and the relationship between home and school. She advised that in strengthening this, it was likely to have a significant impact, but the way in which it was approached needed to be looked at in more detail, and was likely to vary in different schools depending on their context. The CEO advised that the two Alternative Provision settings had some effective strategies which could be adopted in other schools, but it was worth noting that they also had a far higher staffing ratio to deal with attendance.</p> <p>The CEO advised that Graham School in particular had historically had issues around attendance which had been exacerbated over the past two years. This had also been flagged up during their recent Inclusion Review. The CEO advised that the Trust needed to support the school in doing all it could to address attendance issues, and would need to try a range of different strategies in order to determine which would have the most impact.</p> <p>The Inclusion Update report listed details of staffing requirements from September 2022. The CEO advised that further work was needed to determine whether all the posts requested in the paper were required, or whether different approaches were needed in a number of schools.</p>	

	<p>For example, she felt that there were sufficient staff at ASA already in place but the strategies being used with students were not necessarily right. Further investigation was needed into what was already in place and how this could be adapted before looking at any additional staffing at the school.</p> <p>With reference to Graham School, the CEO advised that a lot of progress had been made in most areas, which was evidenced by external reviews. However, they continued to struggle with attendance, and she recommended the case for potential additional funding to support the school in addressing this. The school had recently been accepted onto a DfE attendance initiative programme to further support and explore ways of addressing attendance. This had led to the request for an EWO, in support of the increase in community engagement as noted above. The CEO explained that the school had been accepted onto the programme after budgets had been set, which had led to the request for additional funding being brought to Trustees outside of this process. She advised that the intention had not been to circumnavigate the budget process, but that the urgency and timing of the request had meant it had fallen outside of this.</p> <p>APPROVED: Trustees approved up to £25,000 to provide support to address attendance at Graham School from September. The CEO would determine the best way in which to deploy additional capacity using these funds. Trustees recognised the resources that the school had already put into the issue, and the fact that this additional funding was needed to support the continuing gaps.</p> <p>It was noted that the other points within the Inclusion Update report still needed further investigation, and any further proposals and requests would be brought back to the Board as required.</p>	
5b.	<p>CEO Report</p> <p>Previously distributed. It was noted that a number of items would be discussed under confidential items, including the latest report on the current status of schools.</p> <p>The Ofsted report for Compass Academy had now been published, and was included on the agenda for information. Trustees formally recorded their congratulations to Compass on the outcome of their inspection.</p> <p>The Ofsted report for Manor CE Academy had also been published and shared on the agenda for information. The CEO advised that the school had received a judgement of Good overall, though SEND and behaviour had been highlighted as areas for development. These were recurring themes which were coming up across the Trust.</p> <p>The CEO advised that she felt strongly that there needed to be a move away from a punitive approach to behaviour as this was not addressing the issues that were being seen in schools. Behaviour systems needed to have clear guidelines and consequences, but be based on the positive. Where children were not complying, schools needed to keep unpicking this until they found a way to get them to engage. The CEO advised that in some schools, the needs of all children, particularly those with complex needs, were not being met in terms of behaviour.</p> <p>The CEO advised that one of the routes to address this would be to take a more trauma-informed approach. She and the Executive Principal for Alternative Provision had been working with a MAT specialising in SEND, who had a lot of expertise in this area. Staff from Aspire and Compass Academies had visited the MAT to undertake trauma-informed work, and had completed a qualification. The CEO advised that ASA had also been chosen within Hull to become a trauma-informed school. Two full days' training would be provide to every member of staff in school as part of this process, and the CEO requested Trustee approval for an</p>	

	<p>additional training day in order to enable this to take place at the start of January. She advised that as part of the work, staff and students would also receive supervision in this area.</p> <p>Trustees were positive about the developments of trauma-informed work, and agreed the importance of this work in making a difference to children in the Trust. It was agreed that this needed to be a key development within the Trust Strategic Plan.</p> <p>APPROVED: Trustees approved the request for an additional training day at ASA to facilitate trauma-informed training for all staff.</p> <p>Philippa Gowland, Pupil Premium link trustee noted that she had attended the Pupil Premium Lead network meeting recently, and attendance had been highlighted as a specific issue particularly for this group. She asked whether the Pupil Premium aspect would be taken into account when looking at the Trust-wide attendance strategy and work on trauma informed practice. The CEO confirmed that these elements would all be included within the Trust Strategic Plan.</p>	
6.	<p><u>Initial SATS Results</u></p> <p>Previously distributed. The CEO advised that outcomes across the primary schools presented a mixed picture, with some really positive results and others which had been lower than expected. She highlighted that combined scores in Reading Writing and Maths were an area of particular focus. There was also continuing work to be done around Maths across the Trust.</p> <p>80% of children had achieved the expected standard in Reading at Burton Green, which was a fantastic result, and a significant improvement on the 2019 outcomes at 44%. The CEO noted that this reflected the hard work and laser focus on raising standards in the school.</p> <p>The CEO advised that results at Skelton were a concern, as these were much lower than expected. She advised that there was a plan in place to address this going forward.</p> <p>Amanda Devaney reported on outcomes for the two Hull primary schools. She highlighted Year 1 Phonics data at St James, where 90% of children had passed the Phonics screening check. Staff had worked incredibly hard to implement and embed the Read Write Inc (RWI) programme, and this outcome showed the impact of this.</p> <p>Trustees thanked the CEO for the update, and asked whether there were any outcomes which had been a particular surprise, based on previous predictions. Amanda advised that Newland St John's SATs results had been lower than expected, particularly in Writing which had been externally moderated. She noted that there were no specific concerns about teacher assessment, though there were some inconsistencies which needed to be addressed. From September, there would be more balance between the Jane Considine programme, which provided detailed scaffolding, and free writing to give children the opportunities to develop their skills.</p> <p>The CEO advised that the biggest shock in terms of results had been at Skelton, as highlighted above. It was noted that there were some issues around assessment and quality assurance which were being picked up.</p> <p>Trustees asked what information would be shared with LGCs and at the next Standards Committee meeting once there had been time for further analysis. The CEO advised that quality assurance had been discussed at length on the recent headteachers' strategy day. She advised that she was not satisfied that this was good enough in the Trust's schools. Issues needed to be identified straight away and addressed, rather than waiting until the end of a cycle. The CEO advised that moving forward, the reporting back to LGCs would be more</p>	

	<p>rigorous and focus on intent, implementation and impact in a consistent way. This would provide the information needed by LGCs to challenge and scrutinise. Amanda advised that Edward Vickerman, Trust Associate Principal, had shared a proposed quality assurance plan, which headteachers had discussed and fed into. This would be implemented in all schools from the start of the next academic year.</p> <p><i>ACTION: The CEO agreed to share the quality assurance plan with Trustees for information, to provide an overview of the process.</i></p>	HW
7.	<p><u>Risk Register – update on key issues from Audit & Risk Committee</u></p> <p>Previously distributed. Karen Osborne provided a verbal update from the Audit and Risk Committee meeting held on 6th July.</p> <p>The committee had been presented with an internal audit summary from Haines Watts, and a representative had attended the meeting to answer questions from Trustees. The quality and improvement audit had reported adequate assurance in terms of the controls on place, which recognised the work which had taken place this year in tightening controls both in schools and centrally.</p> <p>In terms of next steps, auditors had recommended looking at the Trust’s overarching principles for stakeholder engagement. This would also form part of the work around the updated complaints framework which was being introduced.</p> <p>Trustees had queried the audit findings that staff morale and attendance had come out as adequate, in light of the recent responses from staff surveys and statistics on attendance. The committee had discussed whether there had been enough response to the survey feedback, and whether a working party should be formed to focus on this in more detail. The CEO noted that some aspects would be addressed through the strategic plan which would be discussed at the Board meeting in September.</p> <p><i>The following discussion has been recorded as a separate, confidential minute.</i></p>	
8.	<p><u>Safeguarding</u></p> <p>Previously distributed. The CEO advised that the update covered the key changes to the Keeping Children Safe in Education guidance from September 2022. She advised that these included increased detail on the need for effective due diligence and checks in support of safer recruitment. Additionally, there was further information on allegations and concerns raised in relation to teachers. The CEO advised that a lot of work had already been done to ensure that systems around both these areas were robust, though there were still some inconsistencies. She advised that she had again raised this with headteachers, in order to reinforce the message.</p> <p><i>The Chair advised that he had recently attended a CST briefing on the updated guidance, and highlighted another key point around management of Trustee and Governor training for safeguarding. The emphasis and focus from September needed to move to ensuring that those in governance roles had the knowledge to provide strategic challenge to schools and Designated Safeguarding Leads (DSLs).</i> The CEO advised that it was essential that everyone had a full awareness of the importance of safeguarding, and this was embedded in all monitoring and scrutiny of the Trust and its schools. She advised that from September, there would be an Inclusion Lead in place for two days per week who would complete checks and balances in each of the schools. Trustees and LGCs could be part of this process, and reports would be shared with LGCs and the Board. This would add support to Trustees’ monitoring of the work of the DSLs. In addition, the CEO advised that she felt that serious consideration was</p>	

	<p>He advised that there had not been a big response, though he would be meeting with a potential Trustee this week to discuss the role. It was agreed that there needed to be an increased focus and plan for recruitment from September to address the vacancies. In particular, it was highlighted that two of the LGCs had vacancies for Chairs, with no immediate solution on how to address this.</p> <p><i>Alison Smith, Karen Osborne and Jane Lewis agreed to form a working party and meet over the summer to look at recruitment strategies.</i></p> <p><i>ACTION: COO to ask Laura Swan, HR Advisor, to liaise with Trustees to set up a date for the working party to meet.</i></p>	WM, KO
11.	<p><u>Policy Review</u></p> <p>There were no policies for review. Trustees agreed the requested extension of six months to the review period for the following policies:</p> <ul style="list-style-type: none"> * Equality Objectives * Supporting Pupils with Medical Conditions and Administering Medication Policy * First Aid Policy 	
12.	<p><u>Election of Trust Board Chair and Vice-Chair, and Committee Chairs</u></p> <p>The Board of Trustees agreed the following election appointments. All nominated parties left the Zoom meeting whilst voting took place.</p> <p><i>Tony Myers was unanimously elected as Chair of the Board of Trustees</i> (Proposed: Karen Osborne, Seconded: Philippa Gowland)</p> <p><i>Karen Osborne was unanimously elected as Vice-Chair of the Board of Trustees.</i> (Proposed: Philippa Gowland, Seconded: Alison Smith)</p> <p><i>Andrew Simpkin was unanimously elected as Chair of the Resources Committee.</i> (Proposed: Ian Thomson, Seconded: Karen Osborne)</p> <p><i>Philippa Gowland was unanimously elected as Chair of the Distinctiveness and Personal Development Committee.</i> (Proposed: Alison Smith, Seconded: Karen Osborne)</p> <p><i>Karen Osborne was unanimously elected as Chair of the Standards Committee.</i> (Proposed: Philippa Gowland, Seconded: Alison Smith)</p> <p><i>Peter Duffield was unanimously elected as Chair of the Audit and Risk Committee.</i> (Proposed: Tony Myers, Seconded: Andrew Simpkin)</p>	
13.	<p><u>Any Other Business</u></p> <p><u>13.1 Barlby Police House</u></p> <p>Trustees noted confirmation from the COO that funds of £20,000 had now been sent for the purchase of the Barlby Police House (discussed and agreed at a previous meeting).</p> <p><u>13.2 Edurio Survey</u></p> <p>Discussed as part of the update from the Audit and Risk Committee.</p> <p><u>13.3 Business Case – Newland St Johns</u></p>	

	<p>Previously distributed. It was noted that this had been discussed and agreed by the Resources Committee at their meeting on 27th June. The CFO confirmed that the requested TA hours had been included in the start budget.</p> <p>13.4 National Tutoring Programme The CFO requested approval from Trustees to authorise expenditure of £142,000 relating to the National Tutoring Programme. It was noted that this was already included in the budget, but related to a new provider’s purchase order for work relating to Archbishop Sentamu Academy.</p> <p>APPROVED: Trustees approved authorisation of expenditure relating to the National Tutoring Programme.</p> <p>13.5 Trustees and Governors On behalf of the Board, the Chair thanked Ian Thomson for his commitment and dedication to the Trust on the occasion of his last meeting. It was agreed that through his chairing of the Resources Committee for some years, Ian had steered the Trust through some difficult times and had overseen its financial expansion. Trustees wished Ian well for the future, and again thanked him for his service to the Trust.</p> <p>Trustees also formally recorded their thanks to David Judson, who had served on the Board of Trustees for some years before taking on the LGC Chair role at Baldersby St James and overseeing the governance of the school through its closure period. Trustees thanked David for his contributions and commitment to both the school and the Trust.</p> <p><i>[Amanda Devaney and Simon Bryan-Smith left the meeting at 7.45pm]</i></p>	
14.	<p><u>Summary of Items to Report to LGCs</u></p> <ul style="list-style-type: none"> * Trustees approved the 2022/23 Start Budget on the recommendation of the Resources Committee following detailed scrutiny. * Published Ofsted reports for Compass Academy and Manor CE Academy had been noted. Trustees had recorded their congratulations to the schools on the outcomes of the inspections. * Trustees had reviewed the initial primary SATs results. Maths and combined Reading, Writing and Maths scores had been highlighted as areas for focus for the next academic year, though it was noted that a detailed analysis of the data would be reviewed by schools and the Standards Committee in the autumn term. * The CEO had provided an update on inclusion, in particular the need for a focused trust-wide strategy on attendance. Trustees noted that this work would feed into the strategic plan which would be presented in September. * Trustees had received an update from the Audit and Risk Committee, which had looked at the internal audit review on quality and improvement. * Trustees discussed governor vacancies across the Trust, and agreed to form a working party to discuss recruitment strategies and planning over the summer. * Tony Myers was re-elected as Chair of the Board; Karen Osborne was re-elected as Vice-Chair of the Board. 	
15.	<p><u>Confidential Items</u></p> <p>15.1 Confidential minutes from the Board meeting held on 25th May 2022 Previously distributed. The minutes were agreed to be a true and accurate record.</p> <p>15.2 Confidential COO Report <i>This item has been recorded as a separate confidential minute.</i></p>	

	15.3 Confidential CEO Report <i>This item has been recorded as a separate confidential minute.</i>	
16.	Dates and Times of Future Meetings Wednesday 14 th September 2022, 6pm (IN PERSON) Wednesday 19 th October 2022, 6pm (ZOOM) Wednesday 14 th December 2022, 6pm (ZOOM) Wednesday 18 th January 2023, 6pm (IN PERSON – following AGM) Wednesday 29 th March 2023, 6pm (ZOOM) Wednesday 24 th May 2023, 6pm (IN PERSON) Wednesday 19 th July 2023, 6pm (ZOOM) All proposed Trust meeting dates for 2022/23 had been circulated with the agenda, and were noted.	

The meeting closed at 8.20pm

These minutes were approved by the HSLT Board of Trustees at their meeting held on 14th September 2022

Action Points from the Hope Learning Trust Board meeting held on 20th July 2022

	ACTION	AGENDA ITEM	WHO	WHEN
1.	The Chair agreed to move forward the external governance review process with NGA at the start of September.	2	Tony Myers	05/09/2022
2.	The CEO agreed to share the quality assurance plan with Trustees for information, to provide an overview of the process.	6	Helen Winn	05/09/2022
3.	The COO agreed to review all PAN recommendations and bring these to the next Board meeting in September, ahead of draft policies going out for consultation in the autumn term.	9	Wendy Munro	05/09/2022
4.	The COO and Vice-Chair agreed to meet to discuss the issues raised by LGCs and provide a response where requested.	10.1	Wendy Munro, Karen Osborne	29/07/2022
5.	The Chair and Vice-Chair agreed to arrange a meeting with the proposed Trust Appointed governor for Forest of Galtres LGC to discuss the role.	10.2	Karen Osborne, Tony Myers	29/07/2022
6.	COO to ask Laura Swan, HR Advisor, to liaise with Trustees to set up a date for the governor recruitment working party to meet.	10.2	Wendy Munro, Karen Osborne	31/08/2022

Items for future meetings:

MAT Assurance Framework

Inclusion Update

Scheme of Delegation Review (Autumn 2022 following external governance review)

PAN for 2024/25 (report from COO – September 2022)