Hope Sentamu Learning Trust Board of Trustees
Minutes of the meeting held on Wednesday 25th September 2024 at 6.00pm
at Vale of York Academy

Present: Jane Lewis (Chair of Trustees), Karen Osborne, Andrew Simpkin, Patrick Looker

In Attendance: Helen Winn (CEO, HSLT)
Wendy Munro (COO, HSLT)
Georgina Holman (Governance Advisor, Clerk)

		Action
1.	***Welcome & Opening Prayer, Apologies for Absence, Any Other Business and Declarations of Interest*** The Chair welcomed everyone to the meeting which opened with a prayer. Apologies were received with consent from Joe McKeogh. The Chair advised Trustees of the resignation of Steven Harvey. The CEO advised of an additional staffing item to be discussed under the confidential items on the agenda. In relation to discussions regarding City of York Council (CYC), Patrick Looker declared an interest as CYC employee. In relation to discussions regarding the Trust, Andrew Simpkin declared an interest as his wife was an employee of the Trust. There were no further declarations. Trustees were reminded of the need to make an annual declaration of interests which could now be done via an online link. ***Action - the clerk was tasked with circulating the correct link following the meeting.***	**Clerk**
2.	**Minutes of the previous meeting, action plan and matters arising** Previously distributed. The main minutes of the previous meeting held on 17th July 2024 were agreed to be a true and accurate record and were duly approved. **1.** COO to deliver training for Trustees on the Trust's Risk Management software system during the autumn term. **The COO confirmed that this would be scheduled for the autumn 2024 term.** 2. COO and Safeguarding Director to review the safeguarding link governor role, responsibilities and guidance. **Completed.** It was noted that the Safeguarding Director was due to circulate the updated link role information. Trustees discussed the low attendance at the link meeting and reflected on attendance at the previous year's link meetings. ***Action - Link meeting attendance report for the 2023-24 year to be shared with Trustees.*** It was noted that the majority of LGC meetings were not scheduled until after the link meetings and roles may not yet have been assigned. The Chair advised that communication was essential to publicise the dates and emphasize the importance of these meetings.	**COO** **LS**

	3. COO to organise and chair a meeting of the AP Working Party group. **Completed.** ***Action - Trustees requested an update from the working party at the next board meeting.*** 4. CEO to bring an attendance strategy proposal to DPD Committee in the autumn term. ***Carried forward for DPD agenda.*** **5.** Revised Strategic Plan 2023-26 to be brought to the next Trust Board meeting in September. **Completed, on this agenda, item 4.** **6.** COO to update the risk register in relation to Project Daisy. **Completed.** *7.* HR Director Mandy Watson be invited to present a review of the Gender Pay Gap Strategy at the summer term DPD meeting. ***Moved to DPD autumn meeting.*** **8.** Clerk to share DPD Committee Terms of Reference with Joe McKeogh and Steven Harvey. **Completed.** 9. Trust working group to develop induction plan for new governors. ***The COO advised that an induction programme was in development and Trustees would be involved with this. Action carried forward to the next Trust Board meeting in autumn 2.*** 10. COO & CFO to circulate an updated budget document to all Trustees.* **Completed** **11.** Jane Lewis to draft an initial narrative for the narrative for the first phase of Project Daisy and share with Trustees. The draft and feedback to be then shared with the COO and CEO by the 15th August.* **Completed**	 **COO** **MW** **COO**
3.	**<u>Election of Chair and Vice Chair</u>** Chair of Trustees Jane Lewis left the room between 6.17pm and 6.19pm while Trustees discussed and voted. **Jane Lewis was unanimously elected Chair of the Board for the 2024-25 academic year.** Karen Osborne left the room between 6.19pm and 6.20pm while Trustees discussed and voted. **Karen Osborne was unanimously elected as Vice Chair of the Board for the 2024-25 academic year.** Trustees discussed the need for succession planning and recruitment.	
4.	***<u>CEO Report</u>*** *– documents previously distributed* ***CEO Report September 24** The CEO informed Trustees that the term had begun well following good results from across the Trust's primary schools and the majority of secondary schools which had seen improvements in outcomes. The CEO advised that this reflected progress and, whilst the Scarborough schools had further progress to make, the quality of the work underway in those schools was notable. The CEO advised Trustees of the closure of the Holy Family Catholic High School in Carlton which would impact other secondary schools in the area including Barlby High School. The CEO explained that the school would be doing everything possible to support children seeking school places at Barlby and the transition into a new school. With respect to Vale of York, the CEO advised that school improvement work was ongoing to build consistency and raise expectations. The CEO cautioned that there would be challenges due to the changes underway. In relation to Aspire, the CEO highlighted the pilot outreach programme that aimed to support children at risk of permanent exclusion. This would involve working with a non-Trust school, serving a different demographic, and training mainstream staff in supporting pupils. If successful, the project could be extended as a model and could attract funding. ***A Trustee questioned how it was currently funded.*** The CEO explained that Aspire staff currently had some capacity to run the	

pilot due to the different starting points throughout the year for students attending the Alternative Provision (AP).

With reference to St James Primary Academy, the CEO advised that she had recently visited the school to support with SIAMS preparation work. The CEO praised the quality of teaching and the quality of work at the school which served as an excellent example. The challenging context for the school made this all the more commendable. The CEO added that the school had high quality teaching alongside great care shown towards its pupils. Trustees noted the challenges for the LGC in terms of governor numbers. Trustees agreed that the interim Priest in Charge, Reverend Benford, could attend the LGC as a visitor, until his DBS check had been successfully completed.

A Trustee questioned attendance rates across the Trust's schools. The CEO advised that multiple strategies were now in place and improvements were evident but could quickly plateau hence persistence was required. The CEO highlighted the impact of a fully catered Hungry Minds pilot breakfast club at Burton Green Primary School which had eliminated lateness and resulted in a notable reduction in absence.

***Barlby High School Monitoring Inspection Letter**
The CEO advised that this was a positive reflection of the visit and would be further discussed at the next Standards Committee.

***HSLT Strategic Plan 2024-27**
The CEO explained that the plan was intended to be practical and achievable and invited feedback. ***A Trustee queried the dates and whether the priorities had been updated.*** The CEO confirmed this was a date error on the plan and the priorities had been revised. The CEO went on to advise that there was a need to embed and consolidate, particularly with respect to Strands one and two. Strands three and four had already progressed significantly and the COO would further expand upon opportunities in relation to *centralised services and growth strategy*.

The Chair queried whether Strand one was still at the development stage with respect to an aligned curriculum in core and humanities subjects. The CEO agreed that this was now at the embedding stage.
Action – to revise the descriptor 1.1 in the Trust Strategic Plan to read 'embed' instead of 'develop' and to amend the dates in the plan. — **CEO**

The CEO advised that once more information was available on the Ofsted report cards, expected to be introduced in September 2025, these could be used to form the Trust's KPIs. The CEO informed Trustees of the intention to participate in the pilot MAT inspection process which would take place in the summer term. The CEO clarified that this was not a formal inspection with a published report but would involve undertaking the full inspection process.

A Trustee questioned whether there was a means for Trustees to measure progress against targets. It was explained that there were KPIs underpinning the strategy which could be RAG rated to reflect progress. The CEO pointed out that tracking and monitoring was only one aspect and it was the impact that was equally important. The CEO explained that some of the performance indicators were too broad to RAG rate meaningfully. The CEO proposed bringing an alternative progress measure for KPIs, such as a heat map, to the next Board meeting.

Action – CEO to develop alternative tool to measure progress of strategic KPIs and share with Trustees at the next Board meeting. — **CEO**

***Ofsted Changes Summary Report**
The CEO advised that this document was shared for information and gave an overview of the key changes which included only contacting schools on a Monday to notify them of an inspection and

	the abolition of single word inspection gradings. Ungraded inspections were expected to be similar to monitoring visits. A Trustee noted how helpful the summary information was and proposed sharing it with LGC Chairs. The CEO suggested that the document be shared with all LGC governors. The clerk was tasked with adding the summary report to all LGC agendas for information. ***Action – Clerk to add Ofsted Changes Summary Report to all LGC agendas.*** The CEO and Trustees discussed the likelihood of inspections at schools across the Trust and the contributing factors. In relation to SIAMS, it was noted that St James' Academy was the only Trust school anticipating a SIAMS inspection during that academic year. The CEO added that there would be some work for the DPD Committee in relation to the SIAMS expectations on Trustees.	 **Clerk**
5.	***Risk Register*** – *documents previously distributed* ***September 2024 Risk Register** ***A Trustees questioned whether there were any changes or new risks added.*** The COO advised that risks had been updated. ***A Trustee queried whether the risk relating to Aspire needed updating.*** The COO explained that the risk rating had reduced but, until a contractual commitment was in place with the local authority, an element of risk remained, although measures were in place to manage this. The Chair suggested that the register include arrows to reflect whether risks had increased, decreased or remained the same. ***Action – COO to add arrows to the Risk Register to reflect changes in risk.*** The COO advised that risks were all monitored and controlled and directed Trustees to the risks for Archbishop Sentamu Academy (ASA) and Barlby High School (BHS) which both had DfE notices. Although the notice for ASA was expected to be lifted, and the monitoring at BHS would be ending, the risk register reflected the current risk whilst the notices remained. ***The Chair queried the risk assignation and how to access the additional information in relation to the risk that had been assigned to her.*** The COO explained that the risk relating to governance structure and development was assigned to the Chair of Trustees. The planned training on the Risk Management System would be delivered to Trustees during the autumn term and following this, Trustees would be able to access all the risk information.	 **COO**
6.	***Safeguarding*** ***Safeguarding Report** The COO outlined key aspects from the Director of Safeguarding's report, most notably the substantial changes to reporting on CPOMS. Schools were now using CPOMS solely for safeguarding reports. Other behaviour incidents and communications were recorded separately. This minimised the risk of a serious safeguarding incident being overlooked. The COO advised that the Smoothwall system was monitored to maintain oversight of its efficacy. The COO further advised that the programme of external safeguarding audits was underway with a further seven schools to complete these by the end of the year. The role of LGC Link Safeguarding governors would feature within the audit reports. The COO invited Trustees to look at the list of LGC meetings that term, at which safeguarding training was scheduled, and to join those meetings for the Safeguarding section. The Director of Safeguarding would be providing the training directly to governors and Trustees via these sessions. Trustees discussed the	

Safeguarding Link Trustee role and proposed that Trustee recruitment specifically seek to appoint someone for this role in future.

Action – Trustees to arrange to attend an LGC meeting for the Safeguarding training item during the autumn term. **All Board**

The Vice Chair pointed out that the online NGA Safer Recruitment training was not specific to the Trust and this was an area in which Ofsted were increasingly questioning governors. The Vice Chair proposed that a clear summary of responsibilities, particularly those of the central team, be shared with governors and Trustees in order to better equip governors for an Ofsted inspection. The CEO advised that the Trust had a summary response regarding Safer Recruitment practices that could be shared with LGC governors. A similar summary had been developed in relation to equality and diversity. The COO explained that much of the processes for safer recruitment were managed via the MyNewTerm platform. It was proposed that summary information be shared via briefing sheets for governors ahead of inspections. Additionally, the Trust's Director of Safeguarding conducted checks during school visits and was also available to further explain the processes undertaken within the central team with respect to safer recruitment.

A Trustee pointed out that there was a reference to an attached report on filtering and monitoring instances, which had not been attached, and asked whether Trustees could see an example of the actions taken in response to types of occurrences. The COO explained that there was often sensitive information contained in the Smoothwall monitoring reports. The CEO suggested that examples of Smoothwall incidents being addressed through CPOMS would be useful for Trustees to see. The COO agreed to share an example.

Action – COO to share an example of Smoothwall incidents being addressed through CPOMS with Trustees. **COO**

The Chair queried whether the Safeguarding Link Trustees should have access to the report summarising instances for oversight. The COO advised that this largely detailed student usage. Although staff usage was also monitored, the instances for staff were minimal and would be addressed through the allegation management procedures.

A Trustee queried the lack of timeline for the three recommendations in the report. The COO explained that all were underway. Standardised templates were in development and Safeguarding Audit outcomes would be the priority for the autumn term, to ensure these were shared with the respective committees. With respect to the *Implementation of Safer Recruitment and Allegation Management Procedures and Policies* the COO advised that there had been substantial changes over the previous year and work was ongoing between senior executive team members. Further development and embedding were still required. In relation to Confide, the CEO explained that this was a new platform the Trust was testing to monitor information in relation to each employee and each school. A pilot would be rolled out at Vale of York and Manor Academies to see how useful Confide would be as a tool. ***A Trustee pressed for timescales for the recommendations.*** The COO advised that the template and audits would be completed during the autumn term, the implementation of procedures and policies would be achieved over the course of the academic year, and Confide would be launched as a pilot during the first half of the autumn term with a wider launch in the second half of that term.

The Chair proposed that Trustees receive an update on these items at the December meeting, by which time all LGCs would have seen their safeguarding audit reports.

Action – Trustees to be updated on the safeguarding recommended actions at the next Board meeting. **COO**

The CEO informed Trustees that the Trust was ensuring that Prevent and extremism were high priority issues for schools, following events nationally during the summer.

7.	<u>**Budget Management Update**</u> ***Management Accounts June 2024** ***Management Accounts July 2024** ***A Trustee queried the substantial movement in the accounts and Trustees agreed that a more concise summary of what had happened and key changes was required.*** The details were scrutinised by the Resources Committee and, consequently, a clearer executive summary would be more useful for Trust Board meetings. The COO advised that a new finance system was being implemented and one of the advantages of this would be the clearer management accounts reports. ***Trustees asked whether this would give an overview of the year and the variation over the year along with an explanation.*** The COO confirmed that an executive summary could be provided to Trustees. Trustees discussed the substantial in month movement for Period 11 and reflected that there was a historic issue with significant changes to the budget towards the year end and a lack of certainty regarding the year end budget. It was noted that there were some income sources that could not be accurately predicted, such as certain government grants and funding arrangements. Trustees discussed the need for an overall picture for the year. Trustees acknowledged that schools' projected spending was challenged by the Finance Team, however, there were still unspent budgets impacting the year end. The Chair pointed out that some of the cyclical issues were already understood but clarity was required on the more significant issues impacting the budget. Trustees discussed whether an acceptable variance measure should be agreed in order to identify a need to review the underlying assumptions that formed part of the budget setting process. Trustees agreed that budget management would be discussed in more detail at the next Resources Committee meeting the following week.	
8.	<u>***Committee minutes/updates***</u> *– documents previously distributed* Trustees agreed the following committee Chair roles; Karen Osborne would remain Chair of the Standards Committee, Andrew Simpkin would remain Chair of the Resources Committee and Jane Lewis would become Chair of the DPD Committee. Karen Osborne agreed to remain Chair of the Audit and Risk Committee for an interim period with a view to Joe McKeogh taking on this role in the future, due to his relevant audit experience. ***Standards Committee ToR** ***Resources Committee ToR** ***Audit and Risk Committee ToR** ***Distinctiveness and Personal Development Committee ToR** Trustees reviewed the Terms of Reference for each of the Board sub committees. A number of historic references in the schedules for each committee were identified as no longer necessary and some points, such as 7.2 in the Resources schedule, simply didn't make sense. The COO proposed that these were all reviewed thoroughly by the Trust's Compliance Officer to ensure alignment against the Scheme of Delegation. The COO agreed to bring these back with changes highlighted. The Chair advised that the wording be carefully considered with respect to delegation of responsibilities, for example, whether LGCs or Trustees were *receiving* or *scrutinising* specific information. It was proposed that the DPD Terms of Reference be reviewed first. ***Action – COO and Trust Compliance Officer to review and revise the DPD Terms of Reference in line with the Scheme of Delegation, ahead of reviewing the other three committee ToR.***	**COO & LO**

9.	***Link Network Meeting Updates*** Trustees discussed the link roles and it was agreed that the Chair would cover the Behaviour and Attendance Link Network meeting in the interim. Following the earlier discussion about consolidating the existing safeguarding responsibilities, Trustees agreed that the Chair of Trustees would remain as Safeguarding Link Trustee with respect to pupil issues. Trustee Andrew Simpkin would remain as Safeguarding Link Trustee with respect to staff. Vice Chair Karen Osborne agreed to extend her role as SEND Link Trustee to cover the Pupil Premium Link. The Personal Development, Stakeholder Engagement and Church School Distinctiveness combined Link Network meeting that term had been postponed so there was no immediate need to assign Link Trustees. Trustees considered whether Link Networks could be further combined to join SEND, PP and Behaviour and Attendance in the spring term. It was suggested that Personal Development be combined with Safeguarding. While reflecting on the efficacy of the link networks, Trustees highlighted that they had not received any feedback from the governor conference. The COO advised that this would be shared with Trustees alongside the attendance data for the previous year's link meetings. A Trustee suggested that the conference feedback was added to the agenda for the next Chairs' meeting and that the COO attend the meeting to discuss this item. Trustees agreed the postponement of the next Chairs' Meeting to November to allow sufficient time to prepare the feedback from the conference. **Action – Chairs' meeting to be rescheduled in coordination with Chair and Vice Chair availability and central team to prepare feedback from the governor conference.**	 **LS & Clerk**
10.	***Admissions*** ***PAN figures** ***Admissions Consultation Report** The CEO explained that a full consultation was required on admission policies every seven years. The Trust was looking to adjust the Published Admission Numbers (PANs) to coincide with this consultation. The CEO outlined the reasons for the proposed changes to the PAN at four schools, most of which were in order to move to multiples of 30. The CEO explained that the respective local authorities would have to approve any changes and City of York Council had already rejected the proposal for Skelton Primary School based upon the population projections over the next three years. Place planning recommended a surplus of up to 5% to allow for in year placements and the PAN increase at Skelton would give a surplus of up to 41%. ***A Trustee questioned whether reducing the PAN to 15 would be more effective.*** The CEO advised that it wouldn't have a significant impact. The COO pointed out that the aspiration should be to fill classes. The COO said that the local authority's response regarding Skelton was understandable and would be accepted with the PAN remaining at 26, but the proposal for Forest of Galtres should remain at 30 unless North Yorkshire County Council rejected this. **Trustees approved the consultation and the proposed PAN on this basis, with the Skelton PAN remaining at 26.** ***A Trustee queried the drop in intake at Manor Academy.*** The COO advised that this had been the first year for some time that the school had seen a drop in admissions following a previous increase to the PAN. ***Draft Admissions Policies for:** **Aspire Academy** **Barlby High School**	

	Scarborough Schools **Compass Academy** **Newland St John's C of E Primary** **St James C of E Primary** **Manor C of E** **Archbishop Sentamu Academy** **Forest of Galtres Anglican Methodist** **CYC Admissions Policy (to cover Vale of York, Burton Green, Skelton and Poppleton)** ***A Trustee queried the sports criteria in some admission policies.*** The COO advised that there was a legacy rugby scholarship at ASA. The COO went on to advise that the policies had to reflect and adopt the different local authority arrangements with some additional elements for scholarships and faith schools. Trustees questioned the detail of the sporting arrangements and the Chair pointed out that all admissions relating to post-16 education at ASA was no longer relevant. The COO agreed to review the admissions policies to remove historic and out of date references. ***Action – COO to review admissions policies to ensure irrelevant historic and out of date references were removed.***	**COO**
11.	***Policy Review*** There were no other policies to review.	
12.	***Updates from LGCs*** ***Governor appointments and vacancies** Trustees approved the reappointments at Graham and George Pindar joint LGC and Vale of York LGC. Trustees acknowledged receipt of the Foundation governor application at Newland St John's Primary Academy and the clerk requested approval be given via email. ***Draft HSLT Church School compositions** The proposed increase to Forest of Galtres LGC composition to eight governors as mandated in the Diocesan document was approved by Trustees. Trustees discussed and agreed the composition of Vale of York LGC to reduce to eight governors to align with other community schools. Trustees went on to consider the terms of office for staff governors. The COO questioned whether this could be reduced to two years. ***Action - Clerk to advise Vale of York and Forest of Galtres LGCs of the changes to composition and to ascertain whether staff governor terms of office can be reduced.***	**Clerk**
13.	***Summary of items to report to LGCs*** The LGC Chairs' Network will be postponed to November. The Ofsted Summary Changes report to be shared with all LGCs. Published Admissions Numbers (PANs) to be shared with LGCs. Safer recruitment training to be highlighted as a requirement for two governors on each LGC.	
14.	***Any Other Business*** There was no other business to discuss.	
15.	***Confidential items*** *– documents previously distributed* ***Confidential Minutes from the Trust Board meeting on the 17th July 2024**	

	The minutes were agreed to be a true and accurate record of the meeting and were approved. *The following items were recorded as a separate confidential set of minutes.*	
16.	***Dates and times of next meetings*** *– documents previously distributed* Wednesday 11th December 2024, 6pm (Accounts & Annual Report) Wednesday 22nd January 2025 (Following AGM) Wednesday 26th March 2025, 6pm Wednesday 21st May 2025, 6pm Wednesday 16th July 2025, 6pm	

The meeting closed at 8.27pm

These minutes were approved by the Hope Sentamu Learning Trust Board of Trustees at their meeting on 11th December 2024

The Action Points from this meeting follow on the next page.

Action Points from the Hope Sentamu Learning Trust Board meeting held on 25th September 2024

	ACTION	*ITEM*	*WHO*	*WHEN*
1.	Clerk to share the correct link to the online Business Interests declaration form and all Trustees to complete.	*1*	*Clerk & all Trustees*	*11/12/2024*
2.	COO to deliver training for Trustees on the Trust's Risk Management software system during the autumn term.	*2*	*Wendy Munro*	*11/12/2024*
3.	Link meeting attendance data for 2023-24 to be shared with Trustees	*2*	*Laura Swan*	*11/12/2024*
4.	COO to update on the work of the AP Working Group at the next Board meeting in December	*2*	*Wendy Munro*	*11/12/2024*
5.	Trust working group to develop induction plan for new governors.	*2*	*Wendy Munro*	*11/12/2024*
6.	To revise the descriptor 1.1 in the Trust Strategic Plan to read 'embed' instead of 'develop' and to amend the dates in the plan.	*4*	*Helen Winn*	*11/12/2024*
7.	CEO to develop alternative tool to measure progress of strategic KPIs and share with Trustees at the next Board meeting.	*4*	*Helen Winn*	*11/12/2024*
8.	Clerk to add Ofsted Changes Summary Report to all LGC agendas.	*4*	*Clerk*	*11/12/2024*
9.	COO to add arrows to the Risk Register to reflect changes in risk.	*5*	*Wendy Munro*	*11/12/2024*
10.	Trustees to arrange to attend an LGC meeting for the Safeguarding training item during the autumn term.	*6*	*All Trustees*	*11/12/2024*
11.	COO to share an example of Smoothwall incidents being addressed through CPOMS with Trustees.	*6*	*Wendy Munro*	*11/12/2024*
12.	Trustees to be updated on the safeguarding recommended actions at the next Board meeting.	*6*	*Wendy Munro*	*11/12/2024*
13.	COO and Trust Compliance Officer to review and revise the DPD Terms of Reference in line with the Scheme of Delegation, ahead of reviewing the other three committee ToR.	*8*	*Wendy Munro & Lauren Oakes*	*11/12/2024*
14.	Chairs' meeting to be rescheduled in coordination with Chair and Vice Chair availability and central team to prepare feedback from the governor conference.	*9*	*Laura Swan & clerk*	*11/12/2024*
15.	COO to review admissions policies to ensure irrelevant historic and out of date references were removed.	*10*	*Wendy Munro*	*11/12/2024*
16.	Clerk to advice Vale of York and Forest of Galtres LGCs of the changes to composition and to ascertain whether staff governor terms of office can be reduced.	*12*	*Clerk*	*11/12/2024*

Items for future meetings:

Trust Self Review

Gender Pay Gap Strategy & non-teaching staff career development case studies.

Attendance Strategy Proposal to go to DPD Committee

HR Director Mandy Watson be invited to present a review of the Gender Pay Gap Strategy at the autumn term DPD meeting (this was originally scheduled for review in summer 2025)