



FINAL

## Hanley and Upton Educational Trust

### Annual General Meeting

#### Minutes of the Annual General Meeting of the HUET

23 January 2020 at 5.30 pm

**Chair of the Trust:** Jeff Robinson (JR)  
**Company Secretary:** Michelle Snape (MSA)

**Academy Trust Members Present:** Rev. Barry Unwin (BU), Marian Walters (MW) and Jeff Robinson (JR).

#### Parent attendees:

**Also Present:** Lindsey Cooke (LC) - HCHS Headteacher/HUET Chief Executive Officer, Elaine Wilkins (EW) - HUET Chief Finance Officer, Kate Taylor (KT) - Chair of Governors HCHS/HUET Board, John Ellis (JE) - Staff Governor HCHS, Adrian Pratley (AP) - Headteacher HSP, Paul Bundy (PB) - Assistant Headteacher - HSP, Sue Roberts (SR) - Foundation Trust Member, Bryony Baynes (BB) Headteacher KPS, Margaret Smith (MS) Headteacher WPS, Sir Nicholas Lechmere (NL), Steven Price (SP), Sue Fitzjohn (SFJ), James Speller (JS) - HUET Board Trustees and Mr Chris Hartley - HCHS Parent,

The meeting was quorate: 3 out of the 5 Academy Trust Members were present.

#### 1. Welcome and Introduction

JR welcomed everyone to the second HUET AGM and explained the formal purpose of the meeting was to present the Trust's Annual Report and Financial Statements for the year ended 31st August 2019 to the Members of the Academy Trust, and for the Members to appoint the auditors for 2019/20.

#### 2. Declarations of interest:

BU raised the fact that he is a current governor at Upton Primary School.

**3. Apologies:** Rob Johnston (RJ) - Deputy Headteacher HCHS, David Webster - HUET Trust Member, Sue Adeney (SA) - HUET Board Trustee, Naomi Skellum Responsible Officer and HUET Board Trustee, Barbara Hinton (BH) - Foundation Trust Member, Jon Prior (JP) - Appointed Governor HCHS LGB, Jacqui Burrows (JB) - Appointed Governor - HCHS LGB, Nick Wheeler (NW) - Parent Governor HCHS, Hannah Thorley (HT) - Chair of Governors HSP and Clare Walters (CW) - Governor HSP.

#### 4. Minutes of the AGM held on 24 January 2019

##### 4.1: Accuracy:

JR asked for Section 1 - Appendix 1 to be changed to explain that the formal purpose of the meeting was to present the Trust's Annual Report and financial Statements for the year ended 31 August 2018 to the Members of the Academy Trust, and for the Members to appoint the auditors for 2018/19.

JR pointed out that the decision referenced on page 6 - Appendix 1 did not appear in the decision table at the bottom of the document.

4.2: Proposed by NL and seconded by MW the minutes were approved.

4.3: No Actions carried over.

4.4: Matters arising:

##### School Visits - Action: (7.24-01-2019)

JR mentioned that visits had already taken place at Welland Primary School and Hanley Castle High School and these had proved to be invaluable. He said that he was a little disappointed by the number of governors and trustees that attended however, he said that he fully appreciates the fact that people have work commitments during the daytime which makes it difficult for people to attend the visits. He commented that dates were to be confirmed for visits to Hanley Swan Primary School and Kempsey Primary School in due course.



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#### ACTION:

**HSW and KPS to confirm dates for school visits.**

#### **Diocese invite to the HUET AGM**

JR said that he had not invited a member of the Diocese to the meeting which had been an oversight. He said that he would ensure that he sends an email of apology to the Diocese.

#### ACTION:

**JR to send an apology to the Diocese due to them not being invited to this meeting.**

5. Hanley and Upton Educational Trust Annual Report and Financial Statements Year Ended 31 August 2019 - (Appendix1)

#### **5.1 Overview (JR)**

JR reminded all that the Trust operates 3 primary academies and 1 secondary academy for pupils aged 4 to 19 in Upton upon-Severn and the surrounding area. At this point, it had a pupil capacity of 1,617 and had a roll of 1,617 in the school census on 1 October 2019.

He formally thanked all of school governors, trustees, members of the senior leadership teams, Headteachers, LC, EW and MSA for all of their dedication and hard work.

JR commented that the board of trustees has three core governance functions: to ensure clarity of vision, ethos and strategic direction; to hold executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff; and overseeing the financial performance of HUET and ensuring its funds are well spent.

JR pointed out that as both Charity Trustees and Directors of the Academy Trust, Trustees must ensure compliance with the HUET's charity objectives and with company and charity law. JR mentioned that the board of Trustees are accountable to the Secretary of State for the Trust's adherence to its funding agreement and is also accountable to the Diocesan Board of Education for the church school within the HUET.

JR explained that responsibility for the day to day management of each academy is normally devolved to the headteacher and senior leadership team, with responsibility for strategic governance and other matters devolved to the local governing body for supporting schools and retained more at Trust level for supported schools. He added that the HUET board comprises of professional individuals all working together to understand the challenges the schools' face.

#### **5.2 HUET Pay and Performance**

JR mentioned that the Pay and Performance Committee monitors throughout the year and formally reviews annually the overall performance of staff and make recommendations to the board in respect of pay awards to staff.

JR explained that although the HUET has an outstanding senior leadership team, in November 2019 the HUET were not able to reward these members of staff due to funding constraints. He said that he had been a Chair for more than 10 years and this was the first time that this had occurred. He pointed out that he was deeply unhappy that the government funding had brought the HUET to this state. He asked LC to ensure that the members of staff affected by this decision are aware that the HUET trustees acknowledge how valuable they are and appreciate their contribution and hard work.

LC reiterated that it had been a frustrating year and it had been disappointing not to be able to reward staff for their hard work. She urged trustees to visit the schools when the visits are arranged. She said that it would be beneficial for trustees to see the richness, breadth and depth of the outstanding practices demonstrated in the HUET schools.

JR commented that he felt being a member of the Pay and Performance Committee is a privilege and provides a unique insight in to the day to day life of staff in schools and in particular the specific



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roles each plays. He said that the process allows the board to be assured that the HUET has some exceptionally good leaders and leadership who face extreme pressure day in and day out and when standards slip there are measures taken to ensure these issues are dealt with to and standards are maintained.

#### **5.3 HUET Achievements and Performance (LC)**

JR asked Lindsey Cooke (LC) if she would highlight the achievements and events for 2018-19.

LC thanked all for attending and formally thanked all those that had contributed to the HUET during 2018/19. She referred to the Annual Report and Financial Statements for year ended 31 August 2019 (Appendix 1 - which is attached to these minutes) and highlighted the following points:

#### **The aims of the HUET**

The principal aim of the HUET is to advance, for the public benefit, education in the United Kingdom, in particular by further improving schools, offering a high quality educational provision through a broad and balanced curriculum for all of its pupils and students, irrespective of ability and aptitude.

The principal object and activity is the operation of Hanley Castle, Hanley Swan St Gabriel's with St Mary's Church of England Primary School and Kempsey Primary School and Welland Primary School is to provide free education and care for students of all abilities between the ages of 4 and 18.

The aims of the HUET during the year ended 31 August 2019 are:

- **Belong** – all children and young people within the partnership will feel part of a happy, safe and caring community where the values of respect, honesty, friendship, kindness, responsibility and perseverance are promoted and celebrated.
- **Aspire** – all children and young people will be encouraged and supported to aim very high - developing fully their unique gifts, talents and abilities through a relentless focus on maximising learning opportunities both within and beyond the curriculum.
- **Achieve** – all children and young people will be encouraged and supported to achieve their full potential, leaving the care of the partnership with outstanding academic qualifications, and the skills and personal qualities required to succeed in a rapidly changing world.
- **All member schools** (founder and future) will remain non-selective and will be supported in maintaining any current religious affiliation.

#### **5.4 Achievements and Performance (LC)**

The HUET welcomed its fourth member school in January 2019 - Welland Primary School.

Welland was identified by its governors and Worcestershire LA as underperforming in Spring 2018. LA reviews identified a number of weaknesses and support was provided by the LA. The school submitted a formal academy application in April 2018. A section 8 Ofsted inspection of Welland in June 2018 categorised the school as 'Good', but only because Section 8 inspections are unable to change the status of a school. The resultant letter stated OFSTED's intention to reinspect within 12 months.

In July 2018 the headteacher resigned and a HUET leadership team was invited to take on the running of the school. Over the academic year 2018-2019, Welland received extensive support from the HUET. As a result, the school has been transformed, with improved outcomes, improved safeguarding procedures and the confidence of the school's community restored.

The HUET as a whole continues to make good progress towards its aims and objectives. A huge amount of work has been completed which includes uniting financial systems and implementing common policies.



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The safeguarding culture across the HUET continues to improve. Joint compulsory training, for both staff and governors is ensuring greater consistency and effectiveness.

All three schools are experiencing significant demand, and each school has secured funding for either improvements and / or expansion to accommodation and facilities.

A comprehensive review of the HUET by DfE officials of the RSC in February 2018 confirmed that it is performing well and has the capacity to expand successfully.

#### **5.5 Teaching and Learning (LC)**

The HUET continues to focus relentlessly on the progress of children and young people across all key stages.

**Hanley Castle** - in 2019 the school's sustained focus on improving the quality of both teaching and learning and student support in response to the increased challenge of the new GCSE regime paid dividends. The school produced record GCSE results.

At A Level, the focus on supporting lower and middle prior attainers was also successful. The number of U grades halved and the overall pass rate was 5% up on 2018 at 98%, with the percentage of students gaining grades A\*-C also up on last year at 73%.

The new CPD model and the new increased impact lesson observation model have been introduced and staff have focussed on further developing students' higher order thinking and resilience.

**Hanley Swan** - Staff have welcomed the involvement in the GLOW maths project and have received comprehensive CPD in this approach. As a result of the training the delivery of maths across the school has been revised.

Hanley Swan was subject to an external SIAMS inspection and received an 'excellent' grading.

**Kempsey** - from September 2019 pupils in KS1 are now taught in single year group classes, with the intention of moving the same structure in KS2 from September 2020. The maths provision has been reviewed and 2 members of staff were enrolled as part of the GLOW maths Hub. This has radically changed the way maths is taught in the school and will have a significant and sustained impact on progress and attainment in maths going forward. The profile of science has also been raised and there is a clear cycle of learning and a focus on investigative skills.

The school has transitioned to using 'Insight' as the tracking system. This allows for a commonality of tracking systems across the three primary schools. It has also decreased teacher workload without losing the focus on rigorous and informative assessment.

**Welland** - following the Ofsted Report in June 2018, Welland has been left with clear priorities for improvement. These priorities have been addressed relentlessly, with support from the HUET literacy and numeracy lead and with a programme of targeted CPD. The impact of this has been significant and, combined with more robust monitoring and targeted support for specific teachers, resulted in a marked improvement in the quality of teaching over the year.

#### **5.6 Curriculum and Experience (LC)**

The appointment of a HUET literacy and numeracy lead has ensured that cross-HUET collaboration has increased significantly. The HUET sports coordinator continues to have a significant impact at all three primary schools. In addition, the appointment of a dedicated HUET IT technician and collaboration between ICT coordinators is enhancing the quality of hardware, software and pupil experience.

Further details relating to the curriculum experience at the individual schools are highlighted further



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on page 10 - Appendix 1.

#### **5.7 Safety, Support and Behaviour (LC)**

Safeguarding is an overarching priority for the HUET and all four HUET schools. Regular training for staff, trustees and governors is compulsory, and the pace of change in this area has made training sessions and follow-up essential to ensure that knowledge is kept up-to-date through accredited sessions. In September 2019 the staff and governors of all four schools, attended their annual update.

The cross-HUET safeguarding policy has been updated and is now firmly embedded, improving practice and procedures across the MAT, including successful audits involving key governors and trustees carried out at all three schools.

All four schools have adopted the CPOMS school safeguarding monitoring system. Also, an attendance and safeguarding officer was appointed for September 2019 to increase capacity in key areas.

Good behaviour remains a strength across the four HUET schools, and is routinely celebrated and rewarded. Decisive action is taken when necessary to maintain these high standards.

Further details relating to safety, support and behaviour at each individual school are highlighted further on page 11 - Appendix 1.

#### **5.8 Leadership and Management (LC)**

The benefits of the HUET have become increasingly evident, with collaboration and good practice being shared at both senior and middle leadership level. Joint staff training, particularly in safeguarding, has ensured that safeguarding policies and practices across the HUET are of a consistently high standard.

The quality of self-evaluation has improved further, with all four schools working together to address the requirements of the new Ofsted framework. While the consolidation of resources and prudent financial management have ensured that the HUET has been able to implement the September 2019 pay award in full and is well placed to remain viable as the local version of the National Funding Formula continues in its implementation.

Further details relating to individual schools Leadership and Management are highlighted further on page 12 - Appendix 1.

#### **5.9 External Awards / Inspection outcomes**

On 21 June 2019 Hanley Swan underwent a Statutory Inspection of Anglican and Methodist schools (SIAMS) inspection. This inspection is in line with the Ofsted evaluation schedule.

Overall the school was judged to be 'excellent' as well as being awarded 'excellent' in all additional judgements. This was the first time that this particular inspector had given an 'excellent' judgement.

Hanley Swan and Kempsey primary schools are both expecting Ofsted inspections imminently and work continues to ensure that Trustees and HUET staff are well-prepared. Welland Primary School will be eligible for inspection from September 2020.

#### **5.10 Improving the Trust's environment and facilities**

Demand for places at all four schools remain high. The RSC has approved PAN increases requested by the Local Authority for both Hanley Castle and Kempsey, with additional capital funding of over £2 million promised to provide the necessary additional accommodation. Welland has also been asked to expand to meet increased demand.



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#### **5.11 KS1/EYFS Outcomes**

KS1 outcomes were very pleasing with all three schools exceeding the national averages in most measures.

Full details regarding outcomes are illustrated on pages 14, 15 and 16 - Appendix 1.

LC asked if there were any questions regarding this part of the report. None were raised.

LC formally thanked all of the headteacher for their hard work and support.

#### **5.12 HUET Financial Statements**

The Annual Report and Financial Statements the 12 months to 31 August 2019 were received and should be referred to alongside these minutes as only additional information will be reported here.

At this point JR invited EW (Chief Finance Officer) to report on the financial position. EW highlighted the following points:

#### **5.13 Accounts**

The accounts for the HUET for the year ended 31<sup>st</sup> August 2019 include 12 months for Hanley Castle, Kempsey and Hanley Swan and 8 months for Welland primary which joined the HUET on 1<sup>st</sup> January 2019.

Therefore, comparatives are somewhat misleading.

The accounts for the HUET were prepared in September then shared with their LGBs and HUET Board before external audit by BF.

BF audited accounts early in October 2019 which went extremely well and no significant issues or unadjusted items were identified.

The accounts together with the management letter were presented by Bishop Fleming at the Audit Committee in November and at the HUET Board in December.

The management letter confirmed a clean and unmodified audit report and there were no significant matters to report on either audit materiality or internal financial controls. BF were very complimentary of the finance team and said we were a well-run trust.

#### **5.14 Annual Report and Financial Statements**

The Financial statements inform the financial position and performance of the HUET. The 2 key documents are:

- The SOFA (page 34) - is a record of income and expenditure split between restricted and unrestricted funds and shows amounts bfwd from the previous year, income and expenditure in year and amounts c / fwd to the next year.
- The Balance Sheet (page 35) provides a snapshot of the HUET's financial position or worth at 31 August 2019 showing the various assets and liabilities and reconciling these to the value of funds in the SOFA.

These primary financial statements are then followed by the notes to the financial statements which provide information on financially significant issues to aid the readers understanding of the accounts.

#### **5.15 Overview of the SOFA for 2019**

- Income for the year is mainly from the Dfe via ESFA for recurrent grants driven by pupil numbers at all schools and its use is restricted to particular purposes.



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- Pupil Numbers for HUET in Oct 17 which drive funding for 18/19 were 1455 (+46 on pryr).
- Total restricted income of £6.9m includes pupil led funding, PP, SEN, PE Sports Grant, LAC UIFSM Yr. 7 catch up.
- The - £329k is the LGPS deficit on conversion at Welland primary.
- Other income of £449k includes donations, music income, trip income, income from lettings/catering, mentor income, grounds China etc.  
Note: trips run to breakeven to income of £216k offset by costs of the same in expenditure.
- Restricted Fixed Asset income in the year of £2.6m includes Welland Land and buildings on conversion £2.4m CIF funding of £99k for boiler replacement at Hanley Swan donation from CSR charity and DFC funding of £111k.
- Total income 9.9m.
- Income of each school is top sliced by 5% to provide for Insurance, legal, HR/ payroll/finance costs, Audit fees/ Sims / IBS costs etc. Total top slice in the year £293k (see note 11 on p49).
- Total expenditure of £8m is mainly payroll costs £6.3m 85% of income. Non-payroll costs of £1.7m includes premises costs, depreciation, catering costs, trip costs, insurance, exam fees, IT costs, educational equipment etc. A full breakdown of costs is provided on Note 8 in the accounts (p45-46).
- During the year excluding the impact of fixed assets and the increase in LGPS pension deficit the trust reported an in-year surplus of £111k (£33k after transfer to capital) with all individual schools maintaining positive reserves. It is worth noting that the in-year surplus of £33k was significantly better than both budget -£119k and forecast -£2k.
- The increase in the LGPS deficit in the year of £1787k to 4049k was due to a combination of Welland joining the trust a reduction in the discount rate increasing liabilities and general market uncertainty.
- In the year the trust used £88k of unrestricted reserves to support IT investment at Hanley Castle and Kempsey.
- Net income in the year £681k is +£2434k fixed assets movement increase in pension deficit - 1787k and +33k general funds.
- This is then added to the brought forward balance of £8,599k to leave reserves carried forward of £9280k, £388k general and -£4049k pension deficit and fixed asset funds of £12940k.
- The key number on SOFA is the general reserves of £388k 5.2% of income - in line with reserves policy and as mentioned above is better than budget for all schools
- Reserves by academy are

Hanley Castle High School	£156k	(3.1% of income)
Kempsey Primary	£202k	(16.4% of income)
Hanley Swan	£6k	(1.7% of income)
Welland	£18k	(3.9% of income)
HUET Top Slice	£6k	

#### 5.16 Balance Sheet

Bank balance healthy at £1.2m enhanced by capital funding received not yet spent £180k and timing of pl payments as at year end £394k.

EW commented that the auditors were very complimentary about the audit file and the Trust as a whole. She formally thanked the finance Team for all of their hard work.

**DECISION: The Members of the Academy Trust unanimously accepted the 2019-20 HUET Annual Report and Financial statements. Proposed by BU, Seconded by MW.**

JR formally thanked LC and all of the academic staff at the school for all of their hard work. He also formally thanked EW and the finance team for their work on the accounts and audits. He asked if anyone would like to ask LC/EW any questions relating to the report.

LC added that it was important for all schools to remain popular as the funding is generated from student numbers which must remain strong to ensure the Trust's future.



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No further questions were raised.

#### 6. HUET Developments 2019/20

LC highlighted the following points:

- The Hanley and Upton Educational Trust will continue to strive to provide outstanding education and improve levels of performance of its pupils at all ages and stages, continue to aim to attract high quality teachers and support staff in order to deliver its objectives and continue to work with partner schools to improve the educational opportunities for students in the wider community.
- The HUET has begun to play a more prominent role in system improvement. Hanley Castle was successful in its application for 'sponsor school' status and this status has now been extended to the HUET as a whole.
- The HUET is prepared to work with the DfE and Regional Schools Commissioner to support those schools which are identified as underperforming.
- The popularity of HUET schools, combined with large-scale housing developments is driving an expansion agenda, including the intention to bid for the running of a new two-form entry primary school north east of Kempsey.

LC explained that each school have their own individual development plan which follows the structure of the new Ofsted framework.

Full details of all plans for the future are provided in the HUET Development Plan, which is available on the website or from the Company Secretary.

JR added that he is working with the Chairs of each Local Governing Board to produce individual risk assessments and risk registers for each individual school.

Full details regarding individual school priorities are illustrated on pages 20 and 21 - Appendix 1.

Finally, LC informed all that the HUET will undergo a further annual review in March 2020. She explained that she and JR will be attending a meeting with representatives of the Regional School Commissioner. She explained that previous reviews had been extremely successful and it is hoped that all the progress made in all areas during the last 12 months will leave the HUET even better placed as we move forward.

#### 7. Appointment/Retirement of Members/Directors (Appendix 2)

Attached to these minutes for further reference.

JR formally welcomed JS and SA to the meeting.

#### 8. Appointment of Auditors

JR informed those present that under company law it is necessary to formally appoint an auditor each year once the accounts have been signed and audited. He explained that the recommendation is made by the Chair of the Audit Committee who is currently Peter Saunders (PS). Although Peter was unable to attend this meeting due to work commitments he had emailed his comments as follows:

*Other than the accounts, which both the Audit Committee and the Trust Board have gone through in some detail and were presented earlier at this meeting, my role at the meeting would be to recommend the re-appointment of the external auditors. As I outlined to the Trustees, we are very happy with our current auditors, Bishop Fleming. They are the market leader in terms of academy audits and add great value from the widespread engagements they have across the sector. Also given the Trust has recently taken Welland Primary on board, it is prudent for us to maintain our current auditors who have the experience and knowledge of working with us through this period of change. As Chair of the Audit Committee I therefore recommend Bishop Fleming to be reappointed as our auditors for the financial year 2019/20. However, we recognise that we have had a long*



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*relationship with Bishop Fleming from Hanley Castle's conversion to Academy status in 2011 and through to the formation of HUET in 2016. Therefore, in line with auditing ethical standards and our own need to demonstrate value for money, we do intend to tender for audit services for 2020/21 onwards.*

**DECISION:** The Academy Trust unanimously approved the appointment of Bishop Fleming as its auditors for 2019-20.

#### 9. AOB

No further items were raised.

#### Appendices

Appendix 1: Annual Report and financial statements to 31 August 2019

Appendix 2: Updated Appointment/Retirement of Members/Directors

#### SUMMARY OF DECISIONS

<u>Item</u>	<u>Decision</u>
5	The Members of the Academy Trust unanimously accepted the 2019-20 HUET Annual Report and Financial statements. Proposed by BU, Seconded by MW.
8	The Academy Trust has approved the appointment of Bishop Fleming as its auditors for 2019-20.

#### SUMMARY OF ACTIONS

<u>Item</u>	<u>Action</u>	<u>Responsibility</u>
1. 4. 23-01-2020	JR to send an apology to the Diocese due to them not being invited to this meeting.	JR
2. 4.23-01-2020	HSW & KPS to arrange school visits	AP/BB

Next meeting - TBC - January 2021