

THE SPRING PARTNERSHIP TRUST
Final adopted minutes of a meeting of the Directors
Held at St Mary Cray Primary Academy at 7.00pm on Thursday 21st September 2017

Present:

Mr C Lees (Chair)
Mr R Taylor (Vice Chair), from minute 7.6
Dr I Raitt
Mrs J Brinkley (CEO/EHT)
(with the exception of minutes 7.12-7.14)
Mrs J Nelson
Mrs M Brighty, from minute 7.5

In attendance:

Mrs C Sheehan, (CFO)
(with the exception of minutes 7.12-7.14)
Mrs V Bolton, Trust Services Manager
(with the exception of minutes 7.12-7.14)

Clerk: Miss K Crossley

1. Appointments

1a) Appointment of Clerk to the Directors

1.1 The appointment of K Crossley to the position of Clerk to the Directors was approved by the Directors, effective immediately.

1b) Appointment of Chair of the Board

1.2 It was confirmed that one self-nomination had been received for the position of Chair of the Board for the period of one year. The re-appointment until the first meeting of the TB in the 2018/19 academic year of C Lees was proposed by I Raitt, seconded by J Brinkley and approved by the Directors, effective immediately.

1c) Appointment of Vice-Chair of the Board

1.3 It was confirmed that one self-nomination had been received for the position of Vice Chair of the Board for a similar period. The re-election of R Taylor was proposed by C Lees, seconded by I Raitt and approved by the Directors, effective immediately.

2. Apologies for absence, acceptance of absence, absence, constitution of the Board

2.1 Apologies for absence had been received from B Simpson, J Cliff, S Nagappan and P Verghese and were accepted by the Board.

3. Declaration of Pecuniary Interests

3.1 There were no pecuniary interests declared.

4. Completion of Forms: Pecuniary Interests, Related Party Questionnaire, Code of Conduct and Fit and Proper Person

4.1 Directors were requested to complete and return the forms to the Clerk as soon as possible (by email if not returned at the meeting).

5. Minutes of the Board meeting of 10th July 2017

5.1 The minutes of the meeting of 10th July 2017 (Appendix 5) were approved by the Board and signed by the Chair, subject to one minor amendment.

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6. Matters Arising

- 6.1 The Directors were referred to the Matters Arising report (see Appendix 6) and discussed the following:

11.3 (meeting 8.2.17) Application of all relevant policies to central TPST staff

It was confirmed that this would be brought to the meeting of the Directors on 7th December 2017. **VB to action.**

- 6.2 *6.4 (meeting 22.5.17) Use of 'springpartnership.co.uk' emails accounts for all Directors*

It was confirmed that the technical issues relating to the use 'springpartnership.co.uk' email accounts were close to being resolved and that these would be provided as soon as practicable. **VB to action.**

- 6.3 *4.5, 6.1 Succession plan*

A Director sought assurance about long-term succession planning, as opposed to short-term cover in the event of illness, for the CEO role, and was advised that current headteachers would be developed for this and training was in hand. It was acknowledged that it would be appropriate to plan for an interim structure should the unfortunate need arise to recruit a new CEO. In response to a follow-up question, it was reiterated that the succession plan had been communicated to all relevant members of staff.

- 6.4 *5.2 Leeson's Primary School (LPS) KS2 baseline assessments*

It was confirmed that assessments were underway at LPS in order to provide appropriate baselines for all pupils.

- 6.5 *5.3 Internal investigation into KS2 SATs maladministration*

See minute 7.9.

- 6.6 *6.6 Lockdown policies*

It was confirmed that although work was on-going to refine details at local level, lockdown policies were in place at all Trust schools.

- 6.7 *4.7, 8.3 Possible use of reserves for increased capacity to support senior leadership function and/or specific high-risk projects*

It had been agreed that the central administration function would not use funding from reserves for additional central capacity in the short term. The matter would be revisited following the attendance of the CEO and CFO at a conference on GDPR for schools in November 2017 as there may be need to fund substantial work in this regard. **CS to action.**

6b) Chair's Report

- 6.2.1 The Directors were referred to the Chair's report (Appendix 7). There were no questions from the Directors on the Chair's report.

7. Trust development

7a)i CEO/EHT Report

- 7.1 The Directors were referred to the CEO/EHT report (Appendix 8), and informed that G Sesli, Headteacher at Midfield Primary School (MPS) had agreed to take on the role of Acting EHT for both LPS and MPS for one year. This presented a good development opportunity for G Sesli and the MPS senior leadership team, and was a logical geographical fit given the proximity of the two schools. The CEO and the Acting EHT (LPS

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and MPS) had visited LPS to meet staff and conduct a learning walk. A meeting would be arranged with the MPS Local Committee to outline an action plan and the appointments would be shared with parents at both schools. **JB to action.**

7.2 The current Deputy Headteacher and Assistant Headteacher at MPS had been appointed to Acting Headteacher and Acting Deputy Headteacher respectively, and the Acting Assistant Headteacher position would be filled by an existing senior leader.

7.3 This item was deemed to be confidential (see minute 15.1-15.3).

7a)i Assessment of progress of 3-year strategy

7.5 The Directors received headline information about progress of the three-year strategic plan. (Appendix 7a, pp2-3) and were advised that the three-year strategy would be revised and circulated for email approval. **JB to action.**

7a)ii Approval of annual business plan, including use of reserves to fund additional SLT capacity

7.6 The Directors were informed that the annual business plan was being revised to incorporate feedback from the recent leadership workshop, the most salient of which would be inclusion of more challenging strategic aims and key performance indicators. The remainder of this minute was deemed to be confidential (see minute 15.4).

7.7 Directors were concerned about the amount of the top slice, particularly in view of the opinions of the RSC. The CFO confirmed this was continuously reviewed to ensure it was reasonable, justified and value for money. It was noted that the annual percentage contribution (top slice) from schools was insufficient for major Trust development (where it was envisaged that trust wide development would be cost effective rather than in individual schools), and that consideration would be given to introducing per pupil contributions in areas such as ICT development.

7a)iii Confidential item.

7.8 This item was deemed to be confidential (see minute 15.5).

7a)iv SATs investigation report and outcomes

7.9 This item was deemed to be confidential (see minute 15.6).

7a)v Staff severance payment

7.10 This item was deemed to be confidential (see minute 15.7).

7a)vi Job description and person specification for CEO

7.11 This item was deemed to be confidential (see minute 15.8).

7a)vii Consideration of procedure for CEO annual appraisal and remuneration

7.12 Employees left the room. The item was deemed to be confidential (see minute 15.9).

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7.13 After careful consideration of appropriate skill sets, it was agreed that C Lees, J Cliff and B Simpson would be invited to form the annual CEO appraisal committee, with pre-meeting input from an external advisor. **CL to action.**

7.14 This item was deemed to be confidential (see minute 15.10). Employees returned to the room.

7b Operations Report

7.15 The Directors congratulated staff on the Operations Report (Appendix 13).

7b)i Progress of implementation of GDPR

7.16 There were no questions from Directors on the GDPR update. This item had also been discussed in minute 6.7.

7b)ii ICT project update

7.17 There were no questions from Directors on the ICT project update (Operation Report item ii and Information Technology Update (Appendix 14).

7b)iii HR project update

7.18 There were no questions from Directors on the HR project update (Operation Report item iii).

7.19 This item was deemed to be confidential (see minutes 15.11-15.12).

7.21 The Directors were advised that from 2018/19, Liberata would no longer be providing proposals (based on STPCD) on pay for schools to follow and schools would have to determine their own pay scales. The remainder of this item was deemed to be confidential (see minute 15.13).

7.22 It was requested that regular updates on the drafting of the Trust pay scale be provided via the CEO report. **JB to action.**

7b)iv Risk register update and review

7.24 The Directors were referred to the draft MAT risk register (Appendix 15) and were informed that the document reflected Trust risks and that separate local risk registers would be drafted for individual schools. It was explained that the risk register was intended to be an operational document, which would be reviewed at regular intervals and updated as necessary. Directors requested that the document be completed quickly in order that more effective control of risks could be ensured.

7.25 It was suggested that risks relating to education, safeguarding, health and safety, staff wellbeing, long-term sickness, data protection and conduct be added to the register, and that governance/financial risks and premises/facilities risks should be separated. **VB to action.**

7.26 It was agreed that the risk register would be added to the agenda of the next FARCO meeting. **KC to action.**

7b)v Managing the terrorism risk

7.27 This item had been discussed in minute 6.6.

7b)vi Critical issues update

7.28 The Directors were referred to the updated list of critical issues (Appendix 16). There were no questions on this item.

8. Report from ACC

8.1 The Directors were referred to the draft minutes of the ACC meeting of 6th July 2017. A Director inquired whether targets had been set, and was informed that targets had been set in September 2017 for all schools. This matter had been discussed at the most recent meeting of the Management Group, and would be included on the agenda of the next meeting.

8.2 It was noted that the role of ACC would become more strategic, with a less detailed review of data. A discussion followed on how ACC would monitor the review of data at local level. It was confirmed that this would be monitored by the CEO (and EDL) through half-termly pupil progress reviews. It had been concluded that PIRA and PUMA assessments were not always reliable, and there would be a greater focus on reliable teacher assessments for each child. A robust triangulation system would be put in place to ensure that pupil progress measurements were reliable.

8.3 The Directors were concerned to ensure that moderation of assessment in all schools was comparable and were reassured that the CEO had ensured there was a common understanding and application of the moderation process throughout the trust.

9. Report from FARCO

9i Final unadopted minutes of FARCO meeting, 27th June 2017

9.1 The final unadopted minutes of the FARCO meeting of 27th June 2017 were received for information by the Directors. Key issues had already been discussed at the previous TB meeting.

9ii Review of latest management accounts

9.2 The Directors were advised that the management accounts for June 2017 had been finalised. The remainder of this minute was deemed confidential (see minute 15.14).

9iii Overview of key issues

9.3 The CFO advised that she had been visiting schools to support the audit preparation process and reported that there was a significant amount of preparatory work to be done at MPS ahead of the audit, which historically had been carried out by the auditors but which the central finance team had the experience and capacity to undertake this year. The Chair of FARCO suggested that, where necessary, staff may be invited to attend a FARCO meeting to explain the audit process. It was noted that the number of audit issues noted in

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the Management Letter may increase for 2016/17, but this would be unlikely to recur following centralisation from 2017/18.

- 9.4 In response to a question from a Director, it was confirmed that HTs would attend audit fieldwork meetings at their schools.

9iv Consider/approve any spend requests over £20,000

- 9.5 There were no spend requests for approval.

10. Administration

10a) Membership at schools and TSPT committees

- 10.1 The membership of Trust Board, Committees and the Local Committees (Appendix 19) was approved by the Directors, subject to an amendment to reflect the resignation of Mrs Tarhan from the SMCPA Local Committee.

10b) Appointment of Chairs of all committees and LCs

- 10.2 The appointments of Committee and Local Committee Chairs were approved by the Directors. It was noted that the position of Chair at HPS was currently vacant but recruitment was in hand.

10c) Scheme of Delegation (incl ToRs) and Business Planner

- 10.3 It was noted by a Director that the updated Scheme of Delegation, Appendix to the Scheme of Delegation and Business Planner (Appendices 20-22) demonstrated effective delegation as well as the ethos and strategy of the Trust. A discussion followed on the need to monitor decision-making through internal channels of reporting, and it was agreed that consideration would be given to whether the minutes of Local Committee meetings should be brought to Trust Board. **CL to action.**

10d) Governor / Director Training & CPD

- 10.4 The Directors were referred to the Bexley and Octavo offerings for governor training (Appendices 23-25) and encouraged to attend suitable courses.

11. Health and Safety report

- 11.1 The Directors congratulated the Trust Services Manager on the Health and Safety Report (Appendix 26) and were reassured that dates for monitoring visits had been arranged under the oversight of P Reddin and that a H&S accountability meeting had been arranged for November with P Verghese.

12. Safeguarding

- 12.1 The Directors were referred to the Safeguarding Update from J Cliff (Appendix 27). There were no questions on the report.

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13. Policies: HR

13.1 The updated HR policy (Appendix 27) was approved by Directors.

14. AOB and date of next meeting

14.1 The next meeting would be held on Thursday 7th December 2017 at Hayes Primary School. There will be a social event after this meeting at The George, George Lane.

The meeting closed at 9.17pm.

Signed: Date:.....
Clive Lees, Chair of Directors

Minutes might be confidential for the following reasons:-

- a) information relating to an employee or office holder, former employee or applicant for any post or office, or a pupil or their family;
- b) the terms of, or expenditure under, a tender or contract for the purchase or supply of goods or services or the acquisition or disposal of property;
- c) negotiations or consultation concerning labour relations between the Trust and its employees;
- d) any issue relating to legal proceedings which are being contemplated or instituted by or against the Trust;
- e) action being taken to prevent or detect crime to prosecute offenders;
- f) the source of information given to the Trust in confidence; or
- g) any other matter which, in the opinion of the Chair, is confidential or the public disclosure of which would prejudice the effective discharge of the Trust's functions.