



Epping Forest Schools Partnership Trust

Held on Thursday 10th October 2018 at 6.45pm
at Alderton Junior School, Loughton

MINUTES of the TRUSTEES MEETING

<u>Trustees</u>	
*	Lee Batson (Chair)
*	Lesley Duffin
*	Brenda Jarvis
*	Gillea Rossetti
*	Sue Sunderland (Vice Chair)
*	Dee Wood
*	James Wood
*	Peter Tidmarsh (CEO)
<u>Observers/Advisers</u>	
*	Elisabeth Nunn (Clerk)

* indicates attendance

(The meeting started at 6.46pm.)

		<u>ACTION</u>
1	Apologies (and reasons for absence); declarations of interest in agenda; plus declaration of Business Interests/Gifts and Hospitality There were no apologies for absence or declarations. All Trustees completed their business interests forms. The Clerk took the Chair until agenda item 4.	
2	To receive a brief presentation from the Acting Headteacher of Alderton Junior School, Kirsty Johnson Alderton Junior School's Acting Headteacher, Ms Johnson, gave an overview of the school and shared with Trustees the school's vision and aims for the next three to five years. Trustees were reminded that Alderton Juniors is a 'requires improvement' school which joined the MAT in wave 3. Trustees asked Ms Johnson the following: Q: How is being part of the MAT going to help the school? A: It is already helping me as I am working in collaboration with a supportive group of Headteachers. The Headteacher at Oak View is my mentor, Matt at Hereward helps with assessment and I am also working very well with the Head of the Infants, Sharon Dalby.	



		<u>ACTION</u>
	<p>Q: What proportion of children move up from the infant school? A: Almost all; some transition from the other schools from within the MAT and occasionally some join from schools out of the area when families have moved into the community.</p> <p>Q: How is your relationship with the Infants? Is your Deputy Head also being involved in the school's journey? A: When I was Deputy Head here, I built a good relationship with the Infant School, but I don't currently have a Deputy Head. However, Tara the Infants' Deputy is working closely with our Maths Lead, while the SENCos and office staff from both schools are also working closely together.</p> <p>Mr Tidmarsh reported that this collaboration between the two schools is being referred to as 'blurring the lines'.</p> <p>Q: With regards to school events, do the two schools mix? A: We try to plan our PTA events together. The only aspects of our schools which are not the same are our Governing Bodies.</p> <p>Trustees thanked Ms Johnson for her comprehensive presentation and noted that she has her interview for the post of substantive Headteacher the following week.</p>	
<p>3</p>	<p>To appoint the Chair and Vice Chair for 2018/2019 There had been one self-nomination for the role of Chair from Rev Batson. He left the meeting while this was discussed; upon his return, Trustees were delighted to appoint him as Chair for 2018/2019.</p> <p>There had been one self-nomination for the role of Vice Chair from Mrs Sunderland. She left the meeting while this was discussed; upon her return, Trustees were delighted to appoint her as Vice Chair for 2018/2019.</p>	
<p>4</p>	<p>Membership a) Trustees formally approved the committee membership for 2018/2019: <u>Finance and Audit Committee:</u> Mr Tidmarsh Miss Wood Mr Wood Mrs Rossetti</p>	



		<u>ACTION</u>
	<p><u>HR Committee:</u> Mr Tidmarsh Mrs Sunderland Mrs Duffin Mrs Jarvis</p> <p>b) Trustees formally noted the appointment of the CEO as a Trustee from March 7th 2018 (as this had not been minuted previously).</p>	
5	<p>To approve the Minutes of 10th July 2018 Trustees approved the Minutes of the meeting on 10th July 2018 and these were signed by the Chair.</p> <p>Matters arising a) <u>Agenda item 5j</u>: Mr Tidmarsh agreed to circulate to Trustees the relevant log-in details for The Key.</p>	CEO to circulate log-in details for The Key
6	<p>AOB requests for an end-of-meeting consideration a) Training.</p>	
7	<p>To receive a briefing from the CEO Mr Tidmarsh gave a verbal and PowerPoint presentation. This presentation has been placed on the Governors’ portal on the MAT website. The following, in particular, was discussed and noted:</p> <p>a) The DfE’s Financial and Governance audit had been carried out on October 10th and 11th. Mr Tidmarsh was pleased to report that the DfE had given only five pieces of advice to the MAT and that these will be actioned. Mr Tidmarsh took this opportunity to remind Trustees of the excellent appointment at the Trust’s inception of Cranwell Consultancy; he added that Philip Cranwell had worked hard on preparing an online library to present to the DfE in advance of the recent audit.</p> <p>b) <u>High Beech Primary</u>: Trustees were disappointed to note that after three attempts, High Beech has still been unable to join the Trust due to land issues. Mr Tidmarsh reported that negotiations have taken place regarding rent, but that the Trust is now waiting for the Diocesan Board of Education to respond to a compromise of a peppercorn rent on a five-year sliding scale from 50% of a NQT’s salary down to 15%. It was noted that Rev Batson is meeting the new Chair of the Board of Education at the Diocese in the coming week; he will report back on progress.</p> <p>c) <u>Admissions</u>: It was noted that the leadership group will be discussing the 2020/2021 Admissions Policy and whether a clause should be added</p>	December Board



		<u>ACTION</u>				
	<p>where preference is given to the children of staff at the school. An update will be given at the Trust's December meeting.</p> <p>d) <u>The Key</u>: Trustees noted that schools are able to check their compliance in a number of areas on The Key. These areas cover: financial management, school website, health and safety, GDPR preparations, policies and documents, recruitment checks, safeguarding and staffing ratio in EYFS. Mr Tidmarsh reported that schools have been asked to complete the compliance audits by November 23rd on three areas: health and safety, safeguarding and the website. Trustees will review this at the next meeting.</p> <p>e) <u>Teaching and Leadership Development Programme</u>: Trustees were pleased to note from Ms Johnson's presentation at the start of the meeting, that teachers at Alderton Junior School feel inspired by the Trust's new development programme.</p> <p>f) <u>Finance Officer</u>: Trustees were reminded that the Trust has advertised for a Finance Officer to support schools and allow Mrs Freeman to carry out a more strategic role.</p> <p>g) <u>School data</u>: It was noted that Mr Tidmarsh is compiling data about school staff and this will be presented to the leadership group on the MAT's Inset day on October 19th. Trustees agreed that key points highlighted from this data should be fed into succession planning and the MAT's risk register. Mr Tidmarsh will circulate the data before the next meeting.</p> <p>h) <u>Engagement</u>: Trustees agreed that it is very important for the MAT to engage with its key stakeholders. Mr Tidmarsh explained his plan of action so that by Christmas he will have attempted to speak to every stakeholder: he intends to meet with subject leaders and kitchen staff; he meets with the leadership group every month; he speaks to the DfE every week; and meets with the Diocese on a termly basis. He also reported that all TAs within the MAT have been invited to attend training next half term at Oak View School with the intention that every TA will attend at least one session.</p> <p>A discussion was held about the MAT's communications with parents; Trustees felt that there was no need at the moment for separate communications to be sent out by the Trust. It was suggested that Headteachers could place notices in their own newsletters about the impact of the MAT on their schools. They also agreed that schools' websites should have a link with information about the Trust.</p> <p>Mr Tidmarsh also reported that each school's staff room is to have a MAT noticeboard and that he will be continuing with his weekly updates.</p> <p>It was agreed that the Trust should start to collate evidence for stakeholders to show what being part of the MAT offers. Miss Wood agreed to liaise with the CEO to discuss how this should be logged.</p> <p>i) <u>School Improvement Hub Leads</u>: Trustees noted the Leads of the MAT's School Improvement Hubs:</p> <table border="1" data-bbox="338 1286 1012 1364"> <thead> <tr> <th data-bbox="338 1286 674 1321"><u>School Improvement Hub</u></th> <th data-bbox="674 1286 1012 1321"><u>Leaders</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="338 1321 674 1364">Church Schools</td> <td data-bbox="674 1321 1012 1364">Amy Wareham</td> </tr> </tbody> </table>	<u>School Improvement Hub</u>	<u>Leaders</u>	Church Schools	Amy Wareham	<p>agenda</p> <p>December Board agenda</p> <p>CEO to circulate school staff data</p> <p>Miss Wood/CEO to liaise about collating MAT impact evidence</p>
<u>School Improvement Hub</u>	<u>Leaders</u>					
Church Schools	Amy Wareham					



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8	<p>An update on the MAT Budget 2018/2019</p> <p>Mrs Rossetti gave an update on the Budget for 2018/2019. She reported that the schools' finance staff have been heavily impacted by changes caused by conversion, in particular a new style of reporting, new budgetary systems as well as the DfE and Haslers audits.</p>																			



		<u>ACTION</u>
	<p>Mrs Rossetti reported on the following:</p> <p>a) The MAT has expected in-year expenditure for 2018/2019 of £19.1m. Approximately 75% of this is for staffing, 6% for premises and 4% for curriculum.</p> <p>b) There is income of £18.8m, mainly from the schools' General Annual Grants (GAG).</p> <p>c) Expenditure does not match income and there is an expected in-year Trust deficit for 2018/2019 of £263,900; Mr Tidmarsh reported that this is a manageable deficit for the year. It was noted this is expected to rise for 2019/2010 to £533,300. Mrs Rossetti explained that the in-year deficit is linked to five of the MAT's schools (Oak View, Staples Road, Hereward, Ivy Chimneys and Limes Farm Infant) and that there are deficit recovery plans in place which are being tracked by the Finance and Audit Committee. These were discussed and presented. Mrs Rossetti added that that the Finance and Audit Committee will be tracking monthly actuals and will intervene quickly if trends go off track.</p> <p>d) It was also noted that Mrs Freeman is putting together a proposal to explore the financial benefit of bringing catering and cleaning in-house across the MAT.</p> <p>e) Lambourne Primary Headteacher, Ms Noden, is reviewing staffing ratios across schools and is starting with White Bridge and Ivy Chimneys.</p> <p>Trustees thanked Mrs Rossetti for her very useful and user-friendly presentation.</p>	
9	<p>To receive feedback on the progress of the ESFA audit It was noted that this was due to start the week beginning 15th October. This will be discussed at the December Board meeting.</p>	December Board meeting
10	<p>To receive feedback on the progress of the DfE's financial check: This had been discussed under agenda item 7a.</p>	
11	<p>To note receipt of the Minutes from the two committees Trustees noted receipt of the previous week's committee Minutes.</p> <p>Matters arising a) <u>HR Committee</u>: It was agreed that the Chair has delegated power to approve the LGBs/CEO's recommendation for the Headteacher appointments at St John's and Alderton Junior. However, as Rev Batson will be out of the country at this time, it was agreed that this will be delegated to Mrs Duffin, as Chair</p>	



		<u>ACTION</u>
	<p>of the HR Committee.</p> <p>b) Trustees were pleased to note that Carrie Prior, a Schools Adviser from the Diocese, will be joining the Headteacher interview panel at St John's Primary.</p>	
12	<p>To approve the Trade Union Information, Consultation and Facilities Agreement</p> <p>Trustees noted that the Joint Consultative Committee, made up of union representatives, Essex HR and the CEO, will meet once a term to ensure there is a strong working relationship with the unions.</p> <p>Trustees discussed and approve the Trade Union Information, Consultation and Facilities Agreement which had been previously circulated. The first meeting of the JCC is to be held on October 16th.</p>	
13	<p>An update on the MAT's Risk Register</p> <p>a) <u>To ensure the cost of admissions appeals has been added to the Risk Register</u>: This will be discussed further at the December meeting once the register has been updated following the schools' completion of their own registers.</p> <p>The CEO reported that the Central Staff team had reviewed the register and initial findings suggested the following risks:</p> <ul style="list-style-type: none"> a) Safeguarding. b) Operations and business continuity plan. c) Assets: need evidence from health and safety compliance audits on The Key. <p>The live register will be reviewed at committee and board level as a termly agenda item. The CEO agreed to place the register on the Trustees' portal.</p>	December Board meeting
14	<p>Policies</p> <p>a) Trustees approved the following policies:</p> <ul style="list-style-type: none"> Commercial Cards Financial Regulations Accounting Child Protection Complaints Pay Policy (pay awards) 	



		<u>ACTION</u>
	<p>Pay Policy: Trustees asked the following: Q: The 3.5% we are offering main pay scale teachers across the board is more than the Government recommendations? A: (CEO) There will be only a shortfall in a very small number of schools. Other MATs are offering the same.</p> <p>b) Trustees agreed the following policy review schedule for the second half of the autumn term: Sickness Performance Management Anti-fraud and Corruption Gifts and Hospitality Whistleblowing Accident/Incident Reporting and Investigation Procedure Procurement</p>	
<p>15</p>	<p>To note the progress of the Trust website a) It was noted that Miss Wood must send her pen portrait to the CEO as soon as possible. b) Trustees discussed the new website and were pleased to note its content and design so far. Mr Tidmarsh introduced the Google drive/Trustees portal which is at an evolutionary stage.</p>	
<p>16</p>	<p>To discuss and agree a programme for Trustee visits to schools Rev Batson reminded Trustees that they should not visit Oak View School <i>en masse</i>; he will confirm the mechanism for these personal visits. After the meeting, Rev Batson produced a meeting schedule for the remaining schools: 4th December 2018 15th January 2019 28th March 2019 21st May 2019 2nd July 2019</p> <p>Rev Batson reported that Trustees will aim to visit up to three schools each day: School 1: 9.00am-10.30am School 2: 11.00am-12.30pm School 3: 1.00pm-2.30pm</p>	



		<u>ACTION</u>
	<p>Each Headteacher will be invited to give a 15-minute introduction to their school, before taking Trustees on a learning walk drawing particular attention to the work they are doing to try and close the gap between disadvantaged and non-disadvantaged children. This will take 45-60 minutes, allowing the visit to conclude with a brief time for further questions with the Headteacher.</p> <p>Trustees are welcome to attend as many of these days as time allows, and also to attend only part of a day if that is what is possible. They should let Rev Batson know as soon as possible their availability. He agreed to confirm which schools will be visited when as soon as possible, with Trustees noting that Alderton Junior will be placed at the end of the academic year.</p>	Trustees to inform Chair of their availability
17	<p>To appoint the Headteachers of the Wave 3 schools Trustees were delighted to appoint the following Headteachers of the Wave 3 schools</p> <ul style="list-style-type: none"> • Sharon Dalby: Alderton Infant School • Kirsty Johnson: Alderton Junior School (Acting Headteacher) 	
18	<p>To approve the establishment of Local Governing Bodies for the wave 3 schools Trustees formally approved the establishment of the Local Governing Bodies for Alderton Junior and Alderton Infant schools.</p>	
19	<p>Clerk's Items</p> <p>a) Trustees approve the revised LGBs' Terms of Reference. b) Trustees approved the Board's Terms of Reference. c) <u>To approve the LGBs composition and membership</u>: This item will be carried forward to the next meeting. In the meantime, the Clerk and the CEO will discuss the schools whose LGB composition and/or meeting schedules are out of sync with the LGB's Terms of Reference and the Trust's governance planner. d) Trustees signed the consent form for GDPR. e) Trustees approved the Terms of Reference for the two Committees: Finance and Audit and HR Committee. f) It was agreed that an additional HR Committee meeting will be held on January 22nd 2019 at 2.00pm. g) It was noted that the Clerk will make an amendment to the April 16th Minutes regarding Trustees' term of office expiry. h) Trustees signed to confirm their willingness to act as Trustees. i) Trustees formally agreed the appointment of Elisabeth Nunn as the Company Secretary/Clerk to the Trustees. j) <u>To receive and note the Clerk's report from the LGBs' meetings since conversion</u>: This item will be carried forward to the next meeting.</p>	<p>CEO/Clerk to discuss schools meeting dates and LGB composition</p> <p>December Board agenda</p>



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20	<p>To note the dates of future meetings for 2018/2019: Trustees were reminded of the dates of the Trustee meetings:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Date</u></th> <th style="text-align: center;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td colspan="3"><u>Autumn Term</u></td> </tr> <tr> <td>Finance and Audit Committee</td> <td>Wednesday 28th November 2018</td> <td>7.00pm</td> </tr> <tr> <td>Trust Board Meeting</td> <td>Tuesday 4th December 2018</td> <td>6.45pm</td> </tr> <tr> <td colspan="3"><u>Spring Term</u></td> </tr> <tr> <td>HR Committee Meeting</td> <td>Tuesday 22nd January 2019</td> <td>2.00pm</td> </tr> <tr> <td>Annual General Meeting</td> <td>Wednesday 23rd January 2019</td> <td>4.00pm</td> </tr> <tr> <td>HR Committee</td> <td>Wednesday 13th March 2019</td> <td>2.00pm</td> </tr> <tr> <td>Finance and Audit Committee</td> <td>Tuesday 19th March 2019</td> <td>7.00pm</td> </tr> <tr> <td>Trust Board Meeting</td> <td>Thursday 28th March 2019</td> <td>6.45pm</td> </tr> <tr> <td colspan="3"><u>Summer Term</u></td> </tr> <tr> <td>HR Committee</td> <td>Thursday 20th June 2019</td> <td>2.00pm</td> </tr> <tr> <td>Finance and Audit Committee</td> <td>Thursday 27th June 2019</td> <td>7.00pm</td> </tr> <tr> <td>Trust Board Meeting</td> <td>Wednesday 3rd July 2019</td> <td>6.45pm</td> </tr> </tbody> </table>		<u>Date</u>	<u>Time</u>	<u>Autumn Term</u>			Finance and Audit Committee	Wednesday 28 th November 2018	7.00pm	Trust Board Meeting	Tuesday 4 th December 2018	6.45pm	<u>Spring Term</u>			HR Committee Meeting	Tuesday 22 nd January 2019	2.00pm	Annual General Meeting	Wednesday 23 rd January 2019	4.00pm	HR Committee	Wednesday 13 th March 2019	2.00pm	Finance and Audit Committee	Tuesday 19 th March 2019	7.00pm	Trust Board Meeting	Thursday 28 th March 2019	6.45pm	<u>Summer Term</u>			HR Committee	Thursday 20 th June 2019	2.00pm	Finance and Audit Committee	Thursday 27 th June 2019	7.00pm	Trust Board Meeting	Wednesday 3 rd July 2019	6.45pm	
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21	<p>AOB a) <u>Training</u>: Mrs Sunderland reminded Trustees of the free Governance Training which is taking place in South Woodford for both Trustees and Governors. She agreed to send the information to the Clerk for circulation. It was agreed that general training for Governors needs to be discussed at the next meeting.</p> <p>The meeting ended at 9.00pm.</p>	<p>December agenda item</p>																																										