




Minutes of the Directors Meeting and away day 7.2.25, 8.00AM RC away day location / Google Meet

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| Documents circulated prior to the meeting | <u>Previous minutes</u>  Copy of Agenda AND minutes for Directors (AGM combined) 13.12.24 |
| | <u>Finance</u>  Copy of TSSMAT - Period 4 2024-25 Summary.docx |
| Attendees | <u>CEO report</u>  CEO report to Directors 7.1.25.docx |
| | Away day agenda https://mail.google.com/mail/u/0/#label/away+day/FMfcgzQZSZJzGZkLRCSZrpncqlTDQzg?projector=1&messagePartId=0.1 Away day documents (include strategic plan and further topics for scrutiny) |
| Charlene Gethin (CEO) Peter Halifax (Director Chair) Becci Breedon (Director) Angela Burns (Director) Caroline Humphries (Director) Shanie Cole (Finance Manager) Jacqui Bowman (Business and HR Manager) Nic Saint | |

Meeting started at 8.00AM.

| | Agenda Item Title | Minutes |
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| 1 | Prayer | All invited to reflect and or pray as the CEO welcomes and opens the meeting. |
| 2 | Apologies | Apologises formally received and accepted from Kevin Borg and Mel Havelock Crozier. |
| 3 | Membership / Pecuniary Interest, Statements of Assurance | N/A |
| 4 | Minutes from previous meeting / Actions from previous meeting | NS resend the link, complete. Action NS add confidential re complaint into main body of directors previous minutes. Complete. Risk register meeting per school - will be booked at a later date - carry ahead to next meeting. Leadership development - employment journey (completed meeting) Long service - decision of what trust need to apply, lengthy discussion, CH / JB meeting and report back for a decision to be made. Action. |
| 5 | Feedback from CEO report on Outcomes - School Standards / Teaching and Learning / Curriculum / Quality of education / Attendance / Behaviour and Attitudes / | Led with highlights. PH probed on data, cohort and SEND discussed. Heads reassurance discussed. Phonics data across the trust discussed. PH questioned changes on bill that has just been passed and national curriculum changes, CEO responded with any changes new schools being built doesn't have to be an academy. Growth discussed. 5 potential schools discussed for new joins to the Trust. Upcoming meetings discussed, and learnings from key contacts made. |

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| | Personal development / Christian Distinctiveness / general school context | |
| 6 | <p>Finance</p> <p>Relevant CEO sections</p> <p>Risk management / Data protection / IT</p> <p>Risk register (note moving to summer / autumn agenda)</p> | <p><u>Finances</u></p> <p>CIF bid discussions, details and funds of previous CIF bids. Drains at TH discussed. Healthy surplus possessions discussed. Closing balance for All Saints in December received, figures given and reasons for surplus given.</p> <p>Staffing costs over budget discussed due to incremental pay increases and overtime discussed.</p> <p>Expense details premises discussed</p> <p>Catering costs discussed.</p> <p>AB discussed catering details of savings / cash back.</p> <p>Reserves P4 details given, healthy end.</p> <p>CIF bids have gone in.</p> <p>KPI in line</p> <p>Cash perspective very healthy, interest and potential spends discussed.</p> <p>Drain and boiler details at TH discussed, compromise and space.</p> <p>CEO discussed environmental health details. works discussed and detail given at LGC. Release of Alex discussed and positives of this.</p> <p>The Mease class sizes / processes discussed to date, balance of risk discussed, finances discussed, options given and positives of this, admissions discussed.</p> <p>Business case JB and RM / CH, time scales. Staffing contracts discussed PH questioned how this will land, CEO discussed the wider picture and structures being changed, to advertise internally to start, measures put in place. Offer of roles discussed, consistency discussed, rationalised use of TA's.</p> <p>SRMSAT - details discussed, no significant change, approval by all gained, to minute.</p> <p>Minute approved staff absence insurance quote via email ahead of renewal in January 2025.</p> <p><u>Rachel (business case)</u></p> <p>Process appropriately - class structure</p> <p>Small numbers and balance of financials discussed.</p> <p>3 options, retain structure, benefits discussed, reserves not sustainable</p> <p>Option 2, reduce to 2 classes, whilst would improve financials could loose families, attraction, negatives discussed.</p> <p>Option 3, compromise maintain 3 classes during the morning, benefits discussed, afternoons to 2 classes foundations subjects, review foundation curriculum, balance maintain finances and also appeal going forward, aim to grow pupil numbers.</p> <p>CoG from LGC input given, educational aspects offering / impact as little as possible, pupils first, blend 2 needs and more appropriate to key stages. CEO inputs works in line with growth. BB commented on 4 year rolling programme curriculum, how manage going forward? RM confirmed overlap with content, no detriment this has happened before, deeper level learning. PH questioned logistics etc, mobile or hall, large spaces, large class 2, small numbers, biggest group 25 or 26. How measure the quality, RM confirmed no thought on measure yet, conduct and review and on going assessments, adjust where needed. Next steps to share with staff.</p> <p>All agree good compromise.</p> <p>CH questions staff feeling currently, RM confirmed staff feeling is ok, should be happy compromise. Appointments and offers discussed / details given. Consideration for staffing structure by September.</p> <p>TA distribution discussed and movement discussed. Opportunity going forward discussed. Class splits and learning discussed.</p> <p>Closed all clear and understood, minute approval, review again going forward the additional time.</p> <p><u>Jon (business case)</u></p> <p>4 Class structure proposal.</p> <p>Previous meetings attendees and details discussed.</p> <p>Current structure discussed, class sizes given per year.</p> |

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| | <p>Growth to date discussed.</p> <p>Options 1,2,3, continue, move to 4 classes in the mornings or 4 classes with ECT, Costs given, 3.5 details given of staffing.</p> <p>25 budgets and projection discussed and shared. Surplus / deficit discussed.</p> <p>Projection of admissions going forward shared and incrementals / accordingly.</p> <p>Nursery additional discussed. Reception and transition and standards discussed.</p> <p>Challenges faced discussed.</p> <p>Work life balance and well being discussed.</p> <p>Cohort specifics discussed, appeal and admissions attractions discussed.</p> <p>Logistics discussed, LGC also involved.</p> <p>Space per child discussed and agreed, confirms space in line with regulation.</p> <p>Outside learning classroom discussed.</p> <p>Current numbers and admissions for next academic year discussed.</p> <p>CG consultation PAN? Numbers... approval / unsure how long consultation periods in Staffordshire? Action admissions advice from local council / committee, for ongoing and up running in September 2025. JW.</p> <p>CG questioned, nursery and sheep wash links / community politics, impacts, JW confirmed details of current feeder nurseries.</p> <p>Action look in to nursery set up - central action.</p> <p>JB questioned other schools in the trust? JW confirmed awareness of this situation, pupil admissions numbers vs other schools. Locality and geographic details given.</p> <p>Polly input - geographic detail from village link. BB questioned analysis of TH children admissions, JW has not analysed, can pull the information off, action JW.</p> <p>Won't advertise across each others areas within the trust villages etc. PH questioned any estates included in quote? JW confirmed yes, budget in for windows etc....</p> <p>Risk measured planned deficit to grow. PH questioned around current estates, bear in mind costs. JW gave estates costs and plans.</p> <p>HR recruitment, advice from CH on contract / long term plans. Action. Action personal conversation with RM regarding local links. JW.</p> <p>Communication with parents USP, social media etc, and new intake actions / improvements etc.</p> <p>BB commented on supply, don't rule out the option / quotes.</p> <p>BB questioned confidence on growth , JW gave details, USPs / travel etc.</p> <p>Minute formally agreed / approval based upon PAN approval.</p> <p>IT - perspective of plans, cross working and affordability, growth discussed and efficiency alongside costs.</p> <p>Longer term plans discussed aligned with growth.</p> <p>PH led conversion security discussed, current contractors / provider discussed, ongoing challenges and unresolved actions.</p> <p>Potential partner needs strategic advice and security / strength alongside this.</p> <p>Viability policy to be created, investment discussed. Chrome books discussed, proposal for full set for a full class. Refresh infrastructures planned in.</p> <p>Standardisation, moving across the school cross working and teaching and learning consistency so important.</p> <p>Resilience, school continuing to cope with no connectivity, address this, back up for connectivity.</p> <p>3 year plan, 24/25 move remaining to chrome book, phone systems voip, consolidate and better price.</p> <p>Feb half term move to google.</p> <p>Push to improve security posture.</p> <p>Retender IT partner.</p> <p>Strategic advice / partner that can recommend / forthcoming.</p> <p>Major incident process.</p> <p>25/26 valuation safeguarding effectiveness IT POV</p> <p>Zero trust net work segmentation of network</p> <p>PEN test parameters, scrutiny and plan where needed.</p> <p>Connectivity back up</p> <p>Complete guess wireless configuration</p> <p>Embed IT partner or re appoint existing</p> <p>Back up policies</p> |
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| | | 26/27 reassess Cyber essentials |
| 7 | People Development and Management Includes: Human Resources, Recruitment and Retention, CPD, Capacity and Succession planning, Wellbeing, Partnerships | <p><i>Pulse survey including the new schools, CEO confirmed Heads aware of the actions and working with particular staff, time scales discussed.</i></p> <p><i>PH questioned completion rate vs last time, JBgave details of TH response rates, PH commented on focus for next survey, further details of cohort and responses discussed. CEO discussed LGC and feeling, representation of teachers. CEO action to add to Heads SLT agenda / April.</i></p> <p><i>Recruitment new Directors discussed, details given and back ground skill sets and matches discussed. Links / threads discussed.</i></p> <p><i>Joint chair to discuss further and decide.</i></p> <p>Entrust and schedule of H&S compliance checks discussed, contract end / give notice, NS to pick up H&S.</p> <p>SENCO, capacity discussed, role and new tasks discussed, deputy discussed The Mease SEN.</p> <p>GAG pool discussions, growth discussed around SEN / hub patterns discussed.</p> <p>PH questioned how this would work, CEO gave details and positives. EB / GD buddy system discussed.</p> <p>PH confirmed hub model, pupil numbers vs geographically, skill and offer? CEO confirmed plan in progress and school improvement offer.</p> <p>BB questioned locality, CEO confirmed, Staffordshire, DIOCESE discussed.</p> <p>Educational psychology - offering discussed, buying in, action to add to pack.</p> <p>Attendance officer, potential and long term growth discussed, support that can be offered.</p> <p>Buddy system and mentor details discussed across Head and Deputy details given.</p> <p>Model uplift deputy a day a week - action SC.</p> <p>Head - uplifted - both by 1 point.</p> <p>Scale and salaries discussed.</p> <p>CH gave details from HR point of view for contracts, pay range etc. Pay on 0.6 temporary, revert to normal pay range once this ends.</p> <p>Expertise comment BB, experience to be gained.</p> <p>Model up / SC action.</p> <p>Head Teacher, specific and accountable role, being released to do the work, however CEO is still accountable. BB / PH confirm advert across Heads. Financial discussions / details worked up SC. Potential role titles discussed.</p> <p>Scenario for each option to be put together. Action.</p> <p><u>Marketing role potential</u></p> <p>Background of trust given.</p> <p>Head teacher meeting / school area/ locality, advertisement, banners, social media, open days, magazines in local magazines, editorial days. Greatest value social media and free editorials. Good news stories.</p> <p>Numbers increase, admissions.</p> <p>Applications and information on where they heard about the school, log.</p> <p>Pay detail questioned, central team suggestion / wage, marketing budget, Teacher training budget discussed, social media boosts etc discussed.</p> <p>Action join community / all join add community etc. Facebook and instagram.</p> <p>Analytic reports, operations report, monthly report posts and likes / hits etc.</p> <p>Consistency.</p> <p>Role / experience and wage discussed, training on certain areas.</p> <p>Signs, brown signs discussed. Local businesses, events, projects, advertising.....cross functional working.</p> <p>Canvar account, templates.... Training.</p> <p>Local media outlet.</p> <p>Action longer term.</p> <p>Tiny forest in school grounds, environmental coverage (action SM / RC)</p> |

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| | | <p>Church events, community, push and link in, advertise on - action. Fundraising, LOROS, sponsor and marketing. Link local charities. Tractor runs - look into action.</p> <p>PH gave detail on potential training of marketing. Action to look into going forward. BB commented on apprentice, posting and scheduling app JB commented. PH commented on gap year, potential grad ... Action PH get Staffs Uni contact. JB action take off tweets on TSSMAT website.</p> <p>Plan and profile of estates and facilities for ongoing loan (interest free) per school proposal. Financial contributions discussed CIF bids discussed. Potential contributions per school discussed and figures £. Reserves policy discussed. Estates / IT / people and capacity. Potential for interest free loan. AB questioned PTA involvement, contributions discussed details given SC and CEO. Structure split proposed, support teaching and learning, business etc. Infrastructure 1 off and then costs potentially on loan interest free. Wi fi / input explained current situation. Quotes discussed and figures. Robust conversation at SLT, money and how to spend on IT. Mix model approach? Interest free loan discussion Schools input xx Surplus discussed and budgets, to find the money.</p> |
| 8 | Organisational Development and Management / Vision, Culture Ethos / Christian Distinctiveness / Growth | Fits in with people and leadership discussions points 8 and 9 |
| 9 | Leadership Development and management (Leadership and Governance) | <p>Buy in as already doing, up to date knowledge etc through contractors, project managers to ensure vs time scales what is happening when it needs to.</p> <p>Ongoing leadership discussed as above in people section.</p> |
| 10 | Policy updates / LGC updates | <p><u>Policies</u> <i>Minute - action admissions policy further work to be done at Head / SLT meeting. PH questioned new bill around LA, CEO confirmed the change is not as big as we think. AB commented adopt 1 policy, check admissions numbers and then all check 1 centrally. Suggestion with table of PAN, JB suggested separate for TH. JB questioned nursery admissions, also incorporate into, make comments amends as needed.</i></p> <p><i>Policies agreed approved - minute as per policy review schedule listed on agenda Employee hand book details questioned CH / JB, JB discussed.</i></p> <p><u>LGC</u> <i>LGC feedback - positives , culture etc. Feedback discussed - RC, vacancy details and finance attached discussed, due diligence discussed / details given. Wi fi switch - added to risk register, costs? Training cycled already discussed between CEO and EB / JB.</i></p> <p><i>Action NS - positive reflections to be added to the LGC agendas as well as questions. Anson risk register discussed and confirmed added.</i></p> <p>IT costs discussed / quotes, Staffs tech for support, strategic projects elsewhere. Patch and plan to replace. Directors question time scales / outages, PH gave details. PH/ JB asset list and costs action. Interest free loans discussed. CIF bids discussed. Reserves discussed / detail of figures given per school.</p> |

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| | | <p>Chrome books - how many per school / total - JB action.</p> <p>GAG pooling / capital spending, to come back to at another point, potential to school model / structure of staff. Action carry forward. CEO to feedback to LGC.</p> <p>Operational procedures relating to training also, journey of member of staff meeting discussed (06.02.25) details given.</p> <p>SCR - CEO / JB, limitations of arbour (in relation to SCR)</p> <p>Template for LGC meetings / LGC evaluation meetings, action carry forward CG, break down categories add to Head Teacher report.</p> <p>Key stake holder communications, long term time scale CEO. Proposal for the start of next academic year.</p> <p>Central team business operating model, opportunities and efficiency going forward, PH questioned. CEO gave detail of steps put in place, PH asked to relook at the central team running with growth at another point. Action next Directors agenda, operating model. Action time and cost of payroll SCo.</p> |
| 10 | Reflection - What have we achieved in this meeting that will improve outcomes for the staff and learners in our Trust? | <p>LGC scrutiny.</p> <p>Finance scrutiny.</p> <p>Growth and plans (trust wide, marketing role, IT, estates, CIF bids, reserves, SCR, Gag pooling, capital spending)</p> <p>Director recruitment.</p> <p>Data / CEO report.</p> <p>Offer.</p> <p>C&S model going forward.</p> <p>Educational director flow.</p> <p>Scrutiny of my concern probed by Directors.</p> |
| 11 | Any other business | N/A. |

Signed..... Date

Proposal of meeting details for C&S, FAR & Directors meetings.

C&S only meet in September

Directors have 1 link school, go to the school 3 times a year approx an hour on site, Heads go through their reports.

Round the school meeting discussed and action points.

C&S - link director, LGC and Head / Deputy, key points which are not business.

PH action as long as education questions are the right ones needed, prompt and educate etc before hand.

CH action optional for FAR.

BB would like to see school in action also.

Start from the next summer term.

PH questioned scalability within growth / potential growth, CEO confirmed done as part of line management.

Directors need to know it is ok to not attend where not able.

Virtual options discussed to accommodate.

Google form suggestions / could start off for dates etc.

Calendar invites for all.

Action log

| Item | Action to be taken | Action by whom | Action by when |
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| 4. Previous minutes | Action NS add confidential re complaint into main body of directors previous minutes | NS | Complete |

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| 4. Previous minutes | Long service - decision of what trust need to apply, lengthy discussion, CH / JB meeting and report back for a decision to be made. Action. | JB/ CH | ASAP |
| JW business model | Action admissions advice from local council / committee, for ongoing and up running in September 2025. JW. | JW | ASAP |
| JW business model | Action look in to nursery set up - local links / politics and mindfulness central action. | CG | ASAP |
| JW business model | Analysis of TH children admissions, JW has not analysed, can pull the information off, action JW. | JW | ASAP |
| JW business model | Action personal conversation with RM regarding local links. JW. | JW | ASAP |
| JW business model | HR recruitment, advice from CH on contract / long term plans. Action. | CH / JW | ASAP |
| 6. | GAG pooling / capital spending, to come back to at another point, potential to school model / structure of staff. Action carry forward. Operational procedures relating to training also, details given. Please feedback to LGC at RC. | CEO / board | ASAP - feedback to LG |
| 6. | Key stake holder communications, long term time scale CEO. Proposal for the | CEO / board | ASAP / next Directors agenda |

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| | <p>start of next academic year.</p> <p>Central team business operating model, opportunities and efficiency going forward, PH questioned. CEO gave detail of steps put in place, PH asked to relook at the central team running with growth at another point. Action next Directors agenda, operating model. Action time and cost of payroll SCo.</p> | | |
| 6. | <p>Template for LGC evaluation meetings, action carry forward CG, break down categories add to Head Teacher report / update.</p> | CEO | ASAP |