



ST KATHERINE'S SCHOOL AND NURSERY

PUBLIC MINUTES FOR THE 2022/2023 MEETING OF THE INTERIM EXECUTIVE BOARD HELD ON MONDAY 3RD JULY 2023

Trust Board present at the meeting held on Monday 9th October 2023 approved these minutes as a true and accurate record, and signed on Governor Hub electronically

PRESENT

Carina Cuddington (CC), Trustee (IEB Chair)	Phil Reynolds (PR), IEB Member
Sarah Aikenhead (SA), Associate Member	Laura Payne (LP), IEB Member
Mark Chatley (MC), Trust Leader	

IN ATTENDANCE

Stacey Marsh (Governance Professional)	
--	--

PART A – PUBLIC DISCUSSION

1. WELCOME AND APOLOGIES FOR ABSENCE *(led by Chair)*

1.1 Welcome; CC (Carina Cuddington) welcomed all parties to the meeting.

1.2 Apologies; Apologies were received and accepted from Ruth Epps.

1.3 Quorum; The meeting was confirmed as quorate.

2. DECLARATIONS OF INTEREST *(led by Chair)*

2.1 CC gave all parties the opportunity to declare any additional declarations of interest against the agenda to which none were declared.

3. MINUTES FROM THE PREVIOUS MINUTES *(Led by Chair)*

3.1 Approval of Minutes; IEB Members present approved the public minutes, and confidential annexe as a true and accurate record of the meeting that took place on the 15th of May 2023.

3.2 Actions; IEB members noted the actions that were completed prior to the meeting, and the following outstanding actions were discussed.

Outstanding from March 2023

- MC (Mark Chatley) to check who is responsible for the insurance and breakdown cover and ensure policy reflects this; This action required further investigation for MC. **Action to carry forward**
- RE (Ruth Epps) to complete monitoring visit report and share with Governors. As RE did not attend the meeting, it was agreed for PR (Phil Reynolds) to follow up with RE on the progress of this action. **Action to carry forward**

- *Action point 7; MC to communicate term 5 monitoring dates with IEB MC/CC To be carried forward – CC to email and chase regarding this. SATS data was due to be published on the 11th of July 2023, and IEB members would be advised of data outcomes in due course and for discussion in September*

Outstanding from 15th of May 2023

- All actions listed were noted as complete ahead of the meeting.

4. RAPID IMPROVEMENT PLAN UPDATE (led by MC)

5.1 Behaviour across the wider school had improved with more consistency, however this would need to be explored further by the incoming Headteacher from September 2023. An interim system for tracking behaviour, rewarding positive behaviour and providing consistency to negative behaviours was introduced with some positive results across the school. Staff had used My Concern to record and track behaviour across the school and there was evidence of consistent language and recognition used. Going forward, there were plans to look at the expectations of teachers in the classroom; in some cases, behaviour incidents that were escalated to members of the senior leadership team could have been managed in the classroom, and this is being explored further. MC shared that the walkie talkie system in place across the school in some ways was counterproductive to call upon a member of the senior leadership team before tackling in the classroom, however going forward it was important to ensure that staff felt supported but empowered to deal with the situations in their classrooms.

IEB members challenged if further training would be provided for staff in September around behaviour management and expectations; MC confirmed that September training plans would be looked at, and in some cases refresher training on behaviour de-escalation would be of benefit.

5.1.1 The incoming headteacher had started work on redefining values to tie into all areas across the school.

5.1.2 A different approach was taken for teaching and learning this term where Branwen Taylor organised a timetable with other leaders across the trust to pair up both subject and senior leaders. She set times and days to ensure monitoring took place with joint lesson observation visits to look at the work needed to improve. The trust moved away from “lessons learned” due to the stigma it had with a renewed focus for teachers supported by Data from Bev Evenden at Coxheath Primary School which was received positively. MC felt that by giving staff the opportunity to collaborate, it helped bridge the trust gap as well.

5.1.3 As the school moves into the new academic year, the rapid improvement plan would evolve into the school improvement plan for the incoming Headteacher. MC had been in regular contact with the incoming Headteacher alongside SA (Sarah Aikenhead) who will provide support for the SEF.

5.1.4 MC commented that some work would need to be undertaken around the expectations of staff and this would be encouraged by the incoming Headteacher who was expecting staff to give 100% support as he makes his start as the new Headteacher in September.

5. HEAD TEACHER REPORT (led by Trust Leader)

5.1 Year 6; Following a behaviour incident, MC made the decision to permanently exclude a pupil, however in consultation with the LA (Local Authority), the exclusion was withdrawn to ensure the pupil could make a successful transition to secondary school. The school provided the pupil with tutor led work to complete at home at the cost of the school and arranged for suitable transition activities to be completed with their secondary school. This arrangement was made with the pupil’s best interests at heart, and in order to keep the wider school community safe and disruption free.

In addition to the transition arrangements, the school arranged for “Challenger Troop” sessions on Fridays at the school which the pupil attended.

MC assured IEB members that welfare checks were completed on home-school days.

IEB members challenged how the school recorded the pupils’ attendance and ensured that the wider attendance percentage for the school was not at a detriment; MC confirmed that the pupil’s attendance was recorded under a code B to highlight that they were being educated off-site.

5.1.1 Challenger Troop also worked with 27 other year 6 pupils who displayed challenging behaviours related to their character development which was not something could tangibly be measured. Challenger Troop provided them with strategies and structures to move forward successfully.

5.1.2 The school paid for 6 year 6 children to attend an alternative provision in Maidstone for 2 mornings each week. These children were identified as the most vulnerable around their behaviour and were attended school on a personalised timetable and curriculum to support them.

5.1.3 MC assured IEB members that all actions taken with year 6 since the start of term 5 had shown pockets of positive impact, and suspensions had reduced. In some cases, the cohort did not take responsibility for their behaviours, and this has been the challenge for the staff.

5.1.4 For those pupils who attended school on a reduced timetable following advice from LA, the school felt this was not a long-term solution and required careful management to ensure they still had the opportunities to be successful when they were in school.

5.2 SATS Data; All statutory data was submitted for the school and final scores were due to be published on the 11th of July. Key Stage 1 data submitted was roughly in-line with the national picture and comparative across the trust. Looking ahead to next year, the school made plans to build moderation opportunities into the trust calendar next year. IEB members were assured that year 6 SATS were moderated at County level and all judgements were agreed.

5.3 Personal Development; Work around the school's vision and values had continued and will be a significant focus for the incoming headteacher and into the next academic year.

5.3.1 The recent year 5 assembly was a success and the pupils showed excitement around the work that is planned for next year.

5.3.2 Transition had started across all year groups within the school. For EYFS, the initial parent meeting went well with a marked improvement in attendance from the new parents. Only 5 parents did not attend, and these were accounted for and would be picked up separately. The school meal provider and the PTA (Parent, Teacher Association) attended, and the session went well.

5.4 Staff Structure and Class Organisation; For the new Reception intake, the pupil numbers were at 65 which meant that the school required an additional teacher to meet the required ratios which the school achieved by moving the existing staff around. A supply teacher who had been working at Loose Primary School EYFS (Early Years Foundation Stage) team on a long-term basis this year would also be supporting for 2 days per week until the end of term 2, and after that a maternity returner would take over. By organising the team in this way, if the numbers drop for September, they would not be at a financial disadvantage. The EYFS team planned to work together to broadly teach the children in two groups, supported by the strength of the continuous provision structure in place. With the additional adult, the early years team would be able to support the needs of the children well as the ratio will be 5 adults:65 children, which was the strongest EYFS ratio across the trust. IEB members questioned if the smaller groups would be changeable; IEB members were advised that the groups would be changeable for Phonics and Maths as both schemes advocated a mastery approach so having small group focus would be more efficient. IEB members were assured that the structure would be reviewed continuously to ensure that it was effective, and children were making progress.

5.4.1 For years, 4, 5 and 6, letters were sent out to parents advising that the pupils within the year groups would be mixed in a redistribution of the classes. This would ensure that the classes were better balanced around new joiners, SEND and gender ratios.

5.4.2 For year 6, there would be 3 separate classes for the morning sessions, and only 2 classes in the afternoon sessions. For the 71 pupils across the year group, leadership staff would support in the morning sessions in smaller groups, and this would be evaluated at the end of term 1.

Year 6 received the highest proportion of high needs funding this year, however the needs of the incoming year 6 were different and therefore the TAs (Teaching Assistants) were reduced slightly, and this impacted those on temporary contracts.

5.4.3 IEB members highlighted that non-class-based education support staff had a significantly higher FTE (Full-Time Equivalent) value and challenged why this was the case; MC advised that this related to the nurture provision, resident artist, Speech and Language Therapist and the Family Liaison Officer.

For the artist, whilst they were considered non-class based, from next year they will be supporting in early years each morning, although this was under review. A deep dive into the impact of nurture and art was planned to check how they support the children, and what happened before the children reached nurture would also be looked at. Nurture was a challenge to evaluate quantitatively and so this would also be looked at as part of the deep dive. A high percentage of pupils who accessed nurture were eligible for Pupil Premium funding and also had poor attendance without Nurture.

IEB members questioned if the nurture team worked with the wider school community to provide training; This would also be looked at within the deep dive, and to see if there could be tighter links between the nurture and teaching staff.

5.4.4 IEB members highlighted that the leadership ratios were lower than other schools within the trust, and challenged if the school had budgeted for an additional leader in the 2023/24 budget; MC explained that he had spoken to the incoming Headteacher at length about this who would be closely monitoring the leadership team from September, and should they feel they needed to add capacity, this could be requested through the Trust Board who were also aware of the leadership ratios.

6. EXTERNAL REVIEW FEEDBACK

6.1 EYFS Review; The EYFS review showed positive results, and MC referenced the reference to a “phenomenal transformation” within the report. All actions on the report had been implemented and since the audit, the school had been asked to provide photos of the EYFS provision to be used within an EYFS presentation by the evaluator.

6.1.1 MC assured IEB members that the EYFS team had the best physical space across the trust that was used well. The next steps were around the outside area and the team were looking at how to make the outside space as exciting as the inside.

6.2 Safeguarding Review; IEB members highlighted that there were no red actions within the report.

MC assured IEB members that the review was robust, and the actions highlighted were of good value and would be picked up by the incoming headteacher in September.

6.2.1 In relation to the flood mentions, the school had started a tendering process around the fencing project with works being completed over the summer break.

6.2.2 For the SCR (Single Central Record), it was suggested for the school to add in more automated checks for reports to be made available to Governors and Trustees.

6.2.3 Discussions took place around a Trust based and school-based SCR with concerns raised over GDPR breaches for people having access to sensitive data that was not essential. This would be picked up by the incoming Headteacher in September.

7. FINANCE

7.1 Management Accounts; CC confirmed that she had seen the Management Accounts for May 2023. She highlighted the £76,000 surplus within the accounts, and questioned if there were areas where the school had not spent money this year that required additional funds. MC explained that there were several expenses that the school was looking at including:

- Updating staff laptops
- Installation of a fence for safeguarding purposes
- New carpet was required in one classroom
- Installation of a book vending machine to promote reading
- Sound proofing in one classroom for the music specialist
- IT for the incoming Headteacher

- Use of desktops around the school, particularly members of the leadership team.
- Marketing projects.

IEB members highlighted the progress made within the finances across the school

7.2 2023/24 Budget; CC highlighted for 2023/24, the budget showed a forecast surplus of circa £16,000, however in the following 2024/25 year, it jumped to a circa £200,000 deficit and this was a reflection of the change in PAN, staff salary increases and an increase to the Universal Free School Meal school contribution rate.

IEB members highlighted that the nursery funding showed a decrease and challenged why this was the case; MC advised that the LA funded 154 children this year, however this decreased to 135 for September 2023.

11.2.1 MC advised that the school had explored the finances within the nursery and were looking to offer 30 hours funded places going forward, and there were 2 options that were being explored:

- 5 morning sessions, 4 lunches and 4 afternoons
- 5 full days at a cost to parents of £20.50 from 8.45am-3.30pm.

For 15 hour funded places, there were several ways this could be offered:

- 5 morning session
- 5 afternoon sessions
- 2 full day sessions
- 3 full days sessions at a cost to parents.
- 2.5-day sessions without lunch provided.

Wraparound would not be offered through the nursery as the school offered a breakfast and after school club. By making these changes, further income would be available to the school.

7.2.2 **IEB members challenged how the school planned to reduce the 2024/25 deficit;** MC assured IEB members that the budget forecasts were being discussed at length, and the incoming Headteacher would be part of these discussions from September 2023.

8. EDUCATION & CURRICULUM COMMITTEE

8.1 MC shared that the Education and Curriculum Committee were advised that a review of a number of the curriculums took place and plans for the Design Technology curriculum were underway for the forthcoming academic year. He had shared a redraft of vision for education for the trust that highlighted that whilst it was essential to work on a shared trust-wide curriculum model, they could move to the next phase and each school would be able to add their own identity to the programmes of work which was an exciting opportunity.

9. SAFEGUARDING AND HEALTH AND SAFETY MATTERS

9.1 Governors were assured that there were no urgent safeguarding or health and safety matters to be advised of.

10. POLICIES AND IMPORTANT DOCUMENTS

10.1 IEB members were advised that the deadline for the Sports Premium report to be published was the 31st of August, and this will be provided to the board in September for discussion.

11. GOVERNOR MONITORING

11.1 RE undertook a monitoring visit at the start of term 6, and the report was awaited.

Action point; RE to provide monitoring report for term 6 visit.

12. TRUST BOARD UPDATES

12.1 IEB members were assured that there were no urgent trust board updates to be made aware of.

13. ANY OTHER BUSINESS

15.1 IEB members confirmed that had no urgent matters of urgent business to discuss.

14. CONFIDENTIALITY

14.1 IEB members confirmed that elements of item 5.1 would be recorded as confidential.

15. CLOSING REMARKS

15.1 *Date of next meeting; To be confirmed*

15.2 Meeting close: CC thanked all parties for their attendance and contribution.

The meeting concluded at 19.15

ITEM	ACTION	OWNER	UPDATE
<i>Actions outstanding from March 2023</i>			
	MC (Mark Chatley) to check who is responsible for the insurance and breakdown cover and ensure policy reflects this	MC	03/07 update – Further information required from MC
	RE (Ruth Epps) to complete monitoring visit report and share with Governors.	RE / PR	03/07 update - As RE did not attend the meeting, it was agreed for PR (Phil Reynolds) to follow up with RE on the progress of this action
<i>Matters arising from Term 6 meeting</i>			
1.	RE to provide monitoring report for term 6 visit.	RE	