



Chair's Report to the AGM in relation to the period to 31st August 2017

The formal report of the trustees to the members forms part of the financial statements. This will be filed with the Charity Commission and Companies House as well as being sent to members. This report deals with matters which are required to be dealt with at the AGM, and also sets out thanks to the many people who have assisted SAPERE. It also highlights the most significant developments during the year.

Trustees

The current trustees are:

Alison Barne (elected at the AGM in 2014)
Jeannie Cohen (elected at the AGM in 2014)
Rod Cunningham (elected at the AGM in 2014)
Elizabeth Jones Q.C. (Chair) (elected at the AGM in 2015)
Nikki Perry (elected at the AGM in 2015)
Catrin Rees (elected at the AGM in 2015)
Kit Thorne (elected at the AGM in 2016)
Daniel Baltzer (elected at the AGM in 2016)
Adrian Bruce (elected at the AGM in 2014)
Jerrina Eteen (elected at the AGM in 2016)

Jeannie Cohen has acted as Secretary until the May 2017 board meeting, when Mary Boullin was appointed as the Company Secretary. Adrian Bruce has acted as Treasurer since May 2014.

Retirement and re-appointment of trustees

One third of the trustee board must retire at each AGM according to the articles. Accordingly, Alison Barne, Jeannie Cohen and Rod Cunningham are retiring at this AGM.

In accordance with articles 30, 35 and 36, the trustees recommend Jeannie Cohen, Rod Cunningham and Ali Barne for re-election. However, the articles provide for 7 trustees to be appointed by the AGM and 3 by the trustees. The trustees will therefore formally appoint Jeannie, Ali and Rod, but wish the members to indicate that they are content with this at the AGM.

Overview of the Year's Activities

Governance

The trustees have had four key governance aims during this period:

- 1) to review the composition and practices of the board of trustees and ensure that they are in line with current legislation and best practice;
- 2) to make sure that SAPERE operates a well-balanced and managed budget;
- 3) to assist the flow of information and pursuit of the board's strategy including by attendance of trustees at events such as trainer days, conferences, consultation meetings and PSB meetings, and by appointing a trustee to the committee which determines the appointment of new trainers;
- 4) to assist in the smooth transfer to our new Chief Executive, Amelia Foster, who started on the first day of the year, under review.

As to these:

1. We reviewed the board composition during the year. The board has worked well with its current composition, but we are mindful of the need for a board to continue to be open to new talent. As a result of the review we decided that the longest serving member of the board should step down as soon as a new candidate is identified. The intention is that as part of the review of our current strategic plan, we will review the role and the method of appointment of the trustees who are also trainers. That process of review and consultation has begun and will be completed during the next financial year.
2. The budget is set annually in July, and has been carefully reviewed throughout the year. One important step has been the overhaul of the management accounts to ensure that the trustees and the Chief Executive have access to accurate and useful management information at all times during the year. During this year we have started to recruit new staff to help take our strategic vision of growth forward, with 4 new staff recruited since the last annual report. We are currently recruiting for 2 new posts, and will likely be recruiting a further 1-2 posts during 2017-18.
3. Trustees have attended all the trainer days, conferences, some staff meetings and meetings of the PSB. A trustee did not in fact attend the Level 1 interviews deciding on new trainers, but this should be corrected in this year. A trustee did attend the Level 2 interviews.
4. The trustees have also regularly met with and supported the Chief Executive in her first year in the post. The vision of Amelia and the trustees is to build an organisation which is as excellent in its administration and customer service as its training has been for many years. This will enable us to grow our operations substantially, expanding our reach in both primary and secondary schools, and to grow in reputation and influence so as to be able to influence the future direction of education.

More details of the trustees' activities are set out in the report contained in the financial statement. As Chair, I would like to say thank you to all the trustees, who put in a great deal of time to support SAPERE and P4C.

Staffing and volunteers

2016-17 has been another very successful year for SAPERE. Last year we said that the growth in that year had required an enormous amount of effort from our staff and the many individuals who offer their time voluntarily, and that the trustees recognised the strain which this had placed on the staff team. We also said that we were extremely grateful for all the hard work and patience of the staff in the face of considerable change and increase in almost all aspects of their work.

The first part of the year we are reporting on continued to be extremely hard for our staff, and a change of Chief Executive in the middle of substantial growth has also meant additional changes for staff.

Our new CEO, Amelia, has put staff wellbeing at the forefront of what she has been trying to do. To this end, we have tackled the issue of staff overtime by recruiting additional members of staff and introducing a clear ToiL policy. Staff holidays have been increased, and at every turn the staff team is seeking to improve procedures, simplify operations, and ensure that information is held where everyone can access it. This push will continue during the forthcoming year with the introduction of a new electronic training management system which will relieve the admin staff of several repetitive tasks and improve efficiency for staff and trainers and help us to give excellent service to our customers.

There have been, and will continue to be, staff changes as the workload increases with SAPERE's increased success. Alison Allsopp continues as National Training Manager, and has been joined by Jen Simpson as Assistant National Training Manager. Bob House stood down as CEO on the first day of the year, and continued as a consultant with a focus on external relations until March 2017. Anne Churchill-Stone continues as Finance Manager and Sue Sweetland as Finance Officer, and they have been joined by Thomasin Silk as Finance Assistant. Lizzy Lewis has become Partnerships and Content Manager. Kathryn Puncher and Karen Salt have continued as Administration Officers. Leona Sweetland left in May 2017 to pursue her chosen career; the trustees are very grateful for her work over the last two years. Mary Boullin joined the team in March 2017 as Operations and Events Manager. We have recruited Clare Woodcock as Communications Manager, and Clare will join the organisation in January 2018. We are currently recruiting for a Sales and Marketing Officer and a new Financial Accountant, and we hope that those posts will be filled by January as well. Building and empowering an expanded and happy staff team is a formidable challenge, and the trustees would like to thank Amelia for her unrelenting attention to this aspect of her role.

The trustees would also like to offer their grateful thanks to all those who help in various different ways, often on a voluntary basis. Steve Williams, Nick Chandley, Harriet Goodman, Alison Hall, Steve Bramall, Alison Allsopp and Grace Lockrobin have all undertaken project management roles. Alison Hall made a significant contribution to the reworking of the new Level 2A handbook, shortly to be published. Roger Sutcliffe and Steve Bramall (with Sara Liptai, Pat Hannam and Joanna Haynes) have updated our Level 3 training course which was put into effect with great success in October 2017. Lisa Naylor, Richard Gore, Julie McCann, Helen Griffin and Alison Allsopp have developed regional P4C hubs. Trainers have represented SAPERE at conferences and other events. Most importantly, all our trainers have delivered outstanding support to the schools and teachers with whom they worked throughout the year.

The members of the Professional Standards Board (PSB) are essential to the running of SAPERE and are currently:

Rebecca Blackwood, Steve Bramall, Jeannie Cohen, Rod Cunningham (chair), Pat Hannam, Alison Hall, Sara Liptai, Steph Stevens and Roger Sutcliffe.

Funders

The Golden Bottle Trust has supported SAPERE for three years, the current year being the third and has agreed to continue to do so for a further 3 years. During the year Harvey McGrath also began to fund SAPERE's core cost and will continue to do so for a further 2 years. The trustees are deeply grateful for this support which has been invaluable in allowing SAPERE to strengthen its management and staff capabilities and establish a sound platform for future growth.

Principal developments in relation to delivery of training during the year

The principal developments during the year are set out in the annual report. The trustees would like to draw attention particularly to:

- The new EEF project, details of which are set out in the annual report. This is obviously a very substantial undertaking, with 73 schools starting in the summer/autumn of 2017, and, potentially, a further 125 schools in 2 years' time. All schools have high percentages of children from disadvantaged backgrounds. This project will provide funding of about £1.2m to SAPERE over a 5 year period, and will report in 2021.
- The substantial increase in schools now on our Going for Gold programme.
- The project in rural schools in Yorkshire funded by the Peter Sowerby Foundation.
- A number of hubs and multi school training packages which are not funded as a project (i.e. they do not have restricted funding) but which involve multiple schools; these include our hubs in Sheffield, Liverpool, Greater Manchester, South East London, North London and Gloucestershire. Some of these packages, e.g. in Suffolk, have external funding from EEF and Suffolk County Council and in Gloucestershire from the Diocese of Gloucester. This is a growth area, and we are already speaking to a number of multi-academy trusts, and actively seeking funding for hubs in appropriate areas.
- The projects in PRUs funded by Wates Family Enterprise Trust and Allen & Overy; this is an area we will be looking to expand over the next few years, and will be actively seeking funding for.
- The increases in the number of schools moving up the award levels. This is something to which we will all have to pay significant attention over this coming year, as it is the single most important measure which the trustees have adopted to measure our progress. Numbers of courses and teachers trained are important, but it is the embedding of good and sustainable P4C practice which really matters.
- There have also been 29 overseas courses, and there is significant interest from various parts of the world.
- There have been a number of developments of courses and resources, including a re-write of the level 2A handbook which will be available shortly, a reworking of the level 3 course and the development of the Moving On guide, which is a component of the EEF project but which will be useful in all schools.
- Darren Chetty and Joanna Haynes developed a Trainer CPD Day on the Prevent Duty and handling controversial issues, and we hope to develop this into a course for post Level 1 teachers.

Please encourage your contacts in schools and colleges to get details of our courses and support programmes from the [SAPERE website](#) or call the office on 01865 408 333. Please help us in developing hubs in your areas.

Administration and management

In line with the vision of an organisation which is operationally excellent, much attention this year has been devoted to a number of extremely important tasks on this front:

- ensuring that there are relevant policies and procedures which are properly recorded and well understood and utilised
- revising the management accounts so that better management information is available
- simplifying processes wherever possible
- expanding our consideration of risk and managing so as to minimise relevant risks
- the creation of a comprehensive pricelist to ensure consistency across the organisation

Finances

This report does not discuss the financial information, which is fully covered in the financial statements. SAPERE is now in the happy position of having sufficient reserves to support an expanded operation going forward, and the trustees are very mindful of their obligation to utilise the charity funds to best effect in order to provide the benefits of P4C to as many children, teachers and schools as possible.

Going forward

The principal opportunity and challenge over the next year will continue to be the second randomised controlled trial funded by the Education Endowment Foundation and this time evaluated by the National Foundation for Educational Research.

We continue to aim at significant growth. Some of the ways in which we plan to achieve this have already been set out above. In addition, we are currently seeking to recruit a Sales and Marketing Officer and we intend to work towards a significant push in secondary schools, with perhaps a number of pilots of different ways of using P4C in the secondary context. We will be working with our new Communications Manager to make our communications more effective, both internally and externally. The trustees wish to take further developments in international work slowly and carefully.

There are two significant administrative challenges for us in the coming year.

The first is that next year, the budgeted income is in excess of £1m. This means that for the first time, SAPERE will need to be audited, rather than having an independent examination of its accounts. Moving to audit will be a significant project for the relevant staff during this year. It will also mean that the AGM next year will have to take place on a different date, since getting the audit done by beginning of November would be very difficult.

The second is the move to a new electronic training management system. The reviews of our administrative processes during this year have made it clear that this would be of significant benefit. It will simplify procedures and reduce the possibility of human error. It will enable us to do targeted marketing and sales. It will bring together information and actions which are currently on a number of different platforms. It will improve management information systems. Finally, it will make the lives of both staff and trainers easier, and provide a better service to our customers. However, again this is a significant challenge, and we would ask all our staff, trainers and members to recognise that there are bound to be some bumps along the way.

We will be reviewing progress against our strategic plan during the first part of the year, and updating it where appropriate.

Finally, a key aim during this year is to focus on our interactions with trainers. This is something which was identified as crucial in the Fit for Growth consultation, and we will be continuing to focus on this crucial relationship during the year. As set out under Governance above, we will be considering the role of trustees who are also trainers, to ensure that the trainer voice is fully represented on the board. We aim to improve communications and we will be working to support trainers better towards the best possible outcomes for schools that undertake our training, in particular the Going for Gold programme. To this end, there will be three meetings for trainers/trustees/staff in about February/March of 2018, during which we will be consulting with our trainers in relation to the strategic plan, consulting about the role of trainer trustees, and introducing the Communications Manager and ensuring that her understanding of the ethos and culture and aims of SAPERE which she will be communicating is properly informed by the wider SAPERE community. Details of these meetings will be sent out as soon as the dates and venues have been fixed.

Elizabeth Jones, Chair of Trustees, 4 November 2017

