

MINUTES
of the meeting of Directors of Teignmouth Learning Trust
Thursday 13 July 2017 at 6.00 pm in the Library, Exeter Road.

Present: Jason Beardmore (Principal, ER) Mark Moore (Chair) Gill Endacott (Leadership)
 Tony Gray (CEO) Katy Quinn (Principal, ML) Rebecca Mullins (Leadership)
 Pat Henchie Sarah Schooling Jon Newman (Leadership)
 Pip Kerr Mike Stean
 Alan Lumb Gaby Willis (Clerk)
 Vic Millard (Vice-Chair) Scott Deeming (Co Sec)

Apologies: Andrew Flanagan Liz Lyden Alison Eden
 Sarah Minty-Dyke

Absences: None

Action

Meeting opened at 6.00 pm.

- 13.07.01 Apologies for Absence:** AF, SMD, AE and LL – accepted.
- 13.07.02 Declaration of Interests:** None.
- 13.07.03 Resignation of Directors:** AE and LL - All **AGREED**. Potential new Director, GW and MM need to discuss further. If anyone has any recommendations please advise. **MM/GW All**
- 13.07.04 Minutes of Previous Directors' Full Board Meeting:** No inaccuracies or amendments so minutes accepted as true record. All **AGREED**. **Minutes of EGM 14.6.17** – no inaccuracies or amendments. Accepted as a true record. All **AGREED**.
- 13.07.05 Matters Arising:** 18.5.17 – SEN update meeting will be arranged and Board updated in six months as agreed. No other actions raised. EGM to be covered under policy approvals. **MM**
- 13.07.06 Chairs Remarks:** MM reflected on where we are currently. All hoping for good results and thank you to teams for all the work that has gone into this. As Directors, how busy a year it has been. Number of board changes; JB appointed Principal of ER; APG now in the CEO role; and new strategic intentions. MM referred back to the paper produced by KQ and JB showing priority areas for both sites, and encouraged all Directors to go back to these and think about discussing where we should be heading to develop strategic intentions. Lot of activity coming up with new MAT structure. **All**
- 13.07.07 Papers for Urgent Matters Arising – Performance** – lot of activity on this. Working hard to ensure “performance on a page” data reflects attainment within the year to understand all different groups in place. Data not yet ready so will be brought to next meeting as a first draft. MM happy to discuss individually outside the Full Board meeting. MM thanked MS for taking on the Human Resources portfolio. JN mentioned changes being considered to our Redundancy policy with Devon County Council having negotiated change to this from 2x to 1.5x. Discussed at portfolio and felt evidence was that we would be better off to align ourselves to Devon but will need to go through consultation process which would start in September/next term. AL – does that mean that any redundancy we pay for? JN - that is currently the case, policy says would take statutory amount and double it whereas Devon would do 1.5x to make it cheaper. JN clarified this is not the same as enhancing a pension. MM – 2 points: financial one, and corporacy of policy and where we are with other schools? Asked APG MAT overview position? MM - proposal is that we move to a lower settlement. Any views? APG – can't see a reason why we wouldn't fall in line with everyone else. VM proposed and AL seconded. All in favour. JN stated the actual policy will come back to Directors around December. MM confirmed the Board are in agreement for the work to be carried out on this in the meantime. Finance Committee minutes – any questions? None. **MM**
- 13.07.08 Approval of Budget 2017-2018:** Figures included in the Board pack and emailed to Directors in advance. VM stated this is so far the toughest budget JN has had to put together. Increased PAN issues that have been discussed previously will have a negative impact next year but will recover subsequently. At time of document being produced the Finance Committee debated the potential use of reserves to balance this year's budget in the context of recovery next year, and this document indicates a shortfall of £39k. Work ongoing with appointments that have moved things around. Will be looked at again in September. APG - £39k could be assigned to the increased **JN**

pupil numbers and increased costs? JN yes. Had to increase teaching in areas. Plan for and payback coming. 234 students in Year 7. VM – reserves question, in terms of this current year, best guess in terms of spend this year. JN - pretty close to where planned. Staffing line still coming in under budget so optimistic. VM reassured the Board that his understanding is the EFA are not at all uncomfortable with reserves being used to balance budgets as long as it has a justification so we are within all guidelines of authorities. AL – if increase in PAN why only reduce in 50% next year. JN – whole range of other variables, and inflation projections in there. VM – board to be aware that projection for this year’s spend on staff costs is £4.9 million which is the figure in the budget for next year – illustrates level of work been done in terms of measuring staffing. Credit to the leadership. Invited questions. MS – how will the new schools joining us affect budgets? VM – at early stages of that discovery process. APG – will be looked at more closely when the academy order is granted. At present relying on what we’ve been told. They are not joining a MAT to fill a financial hole. APG – generally you can pay a flat fee to join or take a percentage of budget for central pot and this is yet to be decided. Lots of work and preparation being done on this. Looking at buyback charge between ML and ER. Still a lot of work to do. PK – raising money? JN – lots of ways, services to other schools, bids, hosting the foreign students, lettings, nursery figures. Other income always difficult to predict. VM – budget this year also have an assurance letter from Francis Clark who have raised certain risk areas for next year’s budget that budget holders are all aware of. Line for expenditure is below what we have spent this year. We do have assurance from Francis Clark that our budget processes and approach was done with considerable voracity and accuracy. JN – areas highlighted at both sites where struggled to keep to budgets this year but are aware of them and will be watching them. Had additional income that will work against them. MM – reserves are not shown. Confirmed these are about £140k. How is that changing and being affected positively. JN – optimistic that within the year we will have similar levels of reserves that we started with. Looking OK. MM – Would be helpful at a future point to be able to understand the level of reserves we are sitting on. VM confirmed we will have this with the end of year accounts. Worst case scenario will eat into this for £40k. Figure hasn’t been impacted throughout this year. £149k after agreed to use some for the astro. Now impacting by worst case £40k. VM reiterated his pledge as Chair of the Finance Committee to ensure the astro income goes back into reserves. Committed to this and from next year we will start putting that reserve figure back in the right direction barring the unknowns. Note at Finance Committee we have this as a standing agenda item as Reserves. AL suggested a line on financial statement would suffice. MM – largest expense is staffing. Is this on 1% pay cap? JN – yes budget assumes this. MM – recognise may be tougher times ahead. MM expressed thanks again for the work put in to keep things steady. VM – proposed the Board accept the budget as presented. AL seconded. All in favour. **AGREED.**

VM

VM/JN/
GW

- 13.07.09 Approval of Policies: TOIL** – MS – Time off in lieu was being taken in inconsistent ways as no central point of approval. All legitimately, but the object is to channel everything through Nicola Radford (Personnel Officer) and JB for ER, and through KQ for ML. Also TOIL to be taken within 3 months. JN – left all changes in yellow as requested at previous Board, but these will be removed for the final version. MS proposed, VM seconded, all in favour. **AGREED.**

JN

Behaviour – Spoke at length about this at EGM on 14.7.17. Any points to raise? KQ - looking at pages 1-3, the rest is an appendix and about how we apply it in schools so it is the policy we are looking at as Directors. MM thanked those involved for the large amount of work put in. Reads well, makes sense and looks like a corporate document. MS proposed, SS seconded all in favour, **AGREED.**

- 13.07.10 Principal’s Report, ML:** Report issued electronically in advance. Reflection on the busy year. AT planning to look at SEF for next year. PH and PK have done an evaluation (distributed around the table). No questions.

- 13.07.11 Principal’s Report, ER:** Report issued electronically in advance. JB – Underlying information relates to Challenge Partners Review. Two key headings have been reported by RHM and GME. Looking very closely at targeting funding particularly pupil premium, and SEN in particular matching provision in terms of TAs. This has been going on in the background. In addition, long process of review of TLR responsibilities which has resulted in some significant net savings. Also looking at other structures and moving forward with some improvement priorities. New progress and pastoral roles for next year - more information in September. Huge SIF project ongoing and as part of contingency looking to extend the canteen to increase capacity for students. Challenge Partners Review took place in May, verbal overview given to Directors at

the time. Report since received with 3 categories: school improvement; outcomes; and quality of teaching, learning and assessment. Emphasise it is not an inspection, it is a review from other schools made up of serving heads or deputies from schools all around the UK, and is based on the school seeking a view on those areas where it felt that it most needed to improve. Report discussed (*issued in advance and in the pack*). Lots of positives. Mentioned budget forecasting, recognised the perennial dilemma. Mentioned teaching and learning as CPD. Observations focused on KS3. Need to get the level of consistency in best teaching in Year 11 groups to be the norm across the board. Areas to improve, but certainly we have the capacity to improve them. PDBW not judged specifically. Other key area Outcomes (*separate report, largely put together by GME, distributed*). Critical part is what is underneath the headline data, and 2 under current framework cannot assume that a set of results in one summer is what informs the judgement, it is what is seen on a day-to-day basis. Key thing to remember is need to focus on current data on all year groups, and detail of the headline data. Invited questions from reports. VM – accepting comparing Challenge Partners with Ofsted is not the same, can you clarify direction of travel? JB – 2 years ago it was a different inspection framework. Also, Challenge Partners can seep in some context in the way they report. We know schools are anxious the way GCSEs will be reported on and vast changes in the way qualifications run in the future, being judged by terminal exam. We need to have structures in place to change the way we organise learning. Key part of way to address this is to throw weight into KS3. JB - think review is accurate and reflects capacity and contingency for planned improvement activity. Agreement that we are looking at the right things. Want to know where the areas for development are. Need to have follow up review before the inspection. MM – impact on the staff? JB - as says in report, been using this as developmental tool. Planned CPD that has come out of it and resulted in some rich opportunities. RHM – were some pockets where staff did feel it was quite difficult to confront the nature of some of the comments. Held 3 staff sessions and 4th planned for September. Staff were motivated. Need time to reflect over the summer and return in September with a much deeper understanding. Complimented with how transparent we have been. JB added it has given us a mandate to focus on development areas. AL – how have other schools done in this process? JB to find out and report back. MM – shared change with us from the start of the year, shift towards progress rather than final attainment. This is a good school, being judged by new criteria, we need to change and adapt the way we do things. If you have identified improvement priorities around these areas, as Directors these are the areas we need to be challenging around supporting. MM will look at what this means for the Performance Outcomes portfolio and encouraged others to do the same. Re publication point, have discussed in L&M sharing with Directors. Now appropriate to send full document to Directors with meeting minutes. May be come back to this in L&M. MS – encouraged there is a very good plan. GME – not just results anymore, it is what is seen from lessons, books, children talking. Want to see progress in every classroom. APG queried attendance figures in the Principal's Report. JB confirmed there are a handful of students bringing figures down and a number of them will not be here in September. APG – final judgement on unauthorised absence taken following high profile court case at another school. We are carrying on as before.

13.07.12 CEO Report: APG – Report issued electronically in advance. Development since, joint meeting with governors of Kenn/Kenton and Cockwood on Monday evening. Today received the minutes of that meeting and will distribute to all Directors. Very fruitful meeting. Also, conversation with RSC this week, support for academisation operationally from 1 March 2018. Invited questions. None. Working hard on structures and governance before then. MM asked for timescale in terms of more detail as to future governance structures. APG - hope at the second TLT meeting to have a dummy structure with roles allocated in the Board of Trustees. By the third TLT meeting, in reality will be operating as a Trust board. What would become the Local Governing Body of Teignmouth Community School would also need to start operating.

13.07.13 Portfolio Report – Quality of Teaching and Learning – SMD sent report in her absence. AT offered to take any questions. PK – website? AT – replicated ER area on site for ML for teaching and learning. AT to send information via GW. MM – looking at priorities, don't appear to have shifted much. Feels as though previous work hasn't worked. AT - differentiation always a priority. Independent learning slightly new, focusing more on the children, looking at books rather than a 30 minute observation lesson. T&L and Assessment has been separate but will be more joined up together. MM – clear idea of what good looks like in terms of teachers and TAs. KQ – moving away from notion good or bad teacher, will look at what books and data tell us and

JB

MM
Portfolio
Holders
GW

APG

APG

AT

how children are progressing. Learning walks to gauge typicality. Took on board Ofsted experience where they looked at every child's book and asked for progress to be shown. JB – core principles are the same at both sites. VM – is this change in emphasis based on what happened with Ofsted visited ML or is it now their mantra? Are we sure we are on the right line. APG - mantra of Ofsted is demonstrating progress. They go and look at the work. KQ – typicality, not about end of key stage attainment now. About current children in that year. KQ – might look at FFT data and set teachers performance management targets from that. MM in terms of individual portfolios, on both sites, to have of that first hand scrutiny work. Occasionally next year Directors start to look at students' books.

All

Physical Resources – AL – Upper site building work underway. Roofs being replaced, site upgraded on scale similar to lower site: heating and windows. EFA funded projects have a built in contingency and we are looking at extending the canteen. ML outdoor classroom grand opening planned for the future. AL expressed his wish to plant more trees on the site and that it would be good to have a member of maintenance staff with an interest in trees and landscape gardening. Consider spending a small amount of money replacing trees or increasing their number. Contingency amount discussed and confirmed projects being considered are extension of the canteen, building a glass lean-to by the dining hall for students to be able to eat outside even in wet weather. SS asked about possible improvements to ER reception area? AL – This application for funding has been turned down twice now. SS – Kelly Ray had an idea for security entry system. VM – shame to drive this from a security point. Careful not to lose openness of ER. VM, although sympathetic looking at 30 years ahead for grounds and trees felt it was not the Boards responsibility to propose these ways ahead and perhaps the School Manager was more appropriate. Not beyond realms of budget to have tree planting scheme. AL – pressure on maintenance staff, manpower has been reduced. MM felt the practicalities of bids and ensuring money links with ethos etc of the school Board was for the Portfolio Holder. Helpful we have the chance to express a view to influence discussions you have in terms of all portfolios. Not for us to make the decision but conversations are valuable. No other questions.

Human Resources: MS – Any questions? PK – high level of staff turnover. JN – large number of pregnancies this year which has been a proportion. Very typical mixture of retirements, promotion and people moving on for various reasons. MM – flow chart, should we make some note there of the link towards pay progression? Quality assurance TLA and report. JB – discussed it at length in light of appraisal policy itself. Enough places where it is stated in terms of expectation and long term history to demonstrate that judgement is applied. It is in the Pay Policy and established practice.

Safeguarding – full report next time. Document distributed and can be discussed by email or at next board.

SS

13.07.14 Directors' Training and Feedback: PK attended induction for new governors and a safeguarding course. Important all trying to commit to going on something for next academic year.

All

Meeting moved to Part II at 7.48 pm. All staff members left the meeting at 7.48 pm.