

MINUTES
of the meeting of Directors of Teignmouth Learning Trust
Thursday 18 May 2017 at 6.00 pm in the LLC Conference Room, Exeter Road.

Present: Jason Beardmore (Principal, ER) Liz Lyden Mike Stean
 Graham Bond (Member, TLT) Alan Lumb Gaby Willis (Clerk)
 Martyn Cox (Member, TLT) Mark Moore (Chair) Scott Deeming (Co Sec)
 Andrew Flanagan Vic Millard (Vice-Chair) Jon Newman (Leadership)
 Tony Gray (CEO) Sarah Minty-Dyke Annabelle Thomas
 Pat Henchie Katy Quinn (Principal, ML) (Leadership, ML)
 Pip Kerr Sarah Schooling Kelly Ray (Leadership, ER)

Apologies: Niall Duffy Alison Eden

Absences: None

Action

Meeting opened at 6.00 pm.

18.05.01 AGM of Teignmouth Learning Trust: Meeting opened at 6 pm. MM handed over for AGM to MC as Chair of Trustees.

Welcome from MC. Checked minutes of last AGM of 19 May 2016. All **AGREED** true and accurate record.

1. Report on This Year's Activity: MC invited APG to report on year's activity of the MAT. Written report had been distributed electronically in advance. APG - Successful year for TLT. Highlights include successful Ofsted for ML, successful SIF bid for ER, good results last year, student numbers in Y7 dramatically increased to 240 from 180 PAN. Financially despite hostile climate auditors very happy this year with only 2 minor low risk matters to be addressed. Looking forward, on verge of forming formal partnerships to expand MAT with 3 strong primary schools in the area. Timeline plan Jan/Feb 2018 for a fully accredited expanded MAT. Invited questions for more detail. MM – will the objective stay the same if Articles change? Yes, Enhancing education for locality. APG - Standards and facilities excellent. MC – will admissions criteria change to give preference to member schools? APG – illegal to say that as part of normal admission criteria but it can, and will, be included as part of our oversubscription criteria. GB noted the Estates paragraph has a missing o. APG to amend. APG – When the MAT restructures KQ and APG and MM will resign as Members. GB and MC will remain as Members. Everyone to let APG know if they know anyone who would be interested in becoming a Member. MC confirmed it has to be an odd number.

APG

All

2. Report and Accounts Presented and Approved 8 December 2016: approve accounts that were presented on 8 December 2016. **AGREED.**

3. Appointment of Auditor for Forthcoming Year: VM reminded the board of discussion and recommendation at last year's AGM to defer a review of Auditors for the Academy until this year. In considering this the Finance Committee unanimously agreed to recommend to the board that we continue with Francis Clark. As stated in the recent finance minutes this is because (a) a competitive quotation process was made last year and Francis Clark's costings were favourable in comparison to others, and (b) with the potential MAT development under way the Finance Committee felt it was not a good time to embark on possible new accountancy relationships. All Members in favour. **AGREED.**

4. A View to the Coming Year – Next Steps: Anticipate by February TLT would consist of 5 school sites. Currently secondary and primary phase of TCS operating together. Still in communication with other local schools who may want to join MAT. Other secondary school that had expressed interest has gone with another MAT option. APG drew attention to difficult financial climate being faced by all. Primary phase has increased capacity and expertise and training and development opportunities – well prepared at all phases to meet challenge. MC –

where is school improvement coming in if secondary schools not joining the MAT.? JB – involved with things like Challenge Partners and have had our first review, report not yet ready. Process of external and internal review is going to be significant process of school improvement. Exploring number of different strands – constructing curriculum teams, and pastoral teams and linking these in with detailed SIP. Still involved with PixL and increasingly number of other areas taking part in these meetings, SWTSA. MC – in future schools will come under pressure from RSC where is secondary support coming from? APG - SWTSA and The Lap so looking outwards as well.

MC – Thanked everyone for attending. AGM closed 6.16 pm. MM thanked MC and GB for attending. *[MC and GB left the meeting.]*

MM opened the meeting of the Full Board of Teignmouth Learning Trust at 6.18 pm.

18.05.02 Apologies for Absence: ND and AE – accepted.

18.05.03 Declaration of Interests: None.

18.05.04 Resignation of a Director: ND has indicated he would like to step down from the Board. He has been with us about 5 years, was a previous Chair, and saw us through process of JB's appointment. Thanks from MM and all Directors recorded. Pressure of work makes it unavoidable so recommend Board formally accept his resignation. **AGREED.** GW to organise card of thanks to be signed and sent.

18.05.05 Minutes of Previous Directors' Meeting: MM asked if there were any inaccuracies or amendments. Minutes accepted as true record. All **AGREED.**

18.05.06 Matters Arising: 16.3.05 anti-bullying results – picked up in MS PDWB report. 16.3.09 – JB – colour coding for absence table 96.2% hence the question about whether it should have been green or red. 16.3.11 – SS to pick this up later under Safeguarding figures. 16.3.11 – Work being done around Outcomes portfolio. Met to talk about constituting different kind of performance on a page to show in-year progress. Will take some time, draft to come to next Full Board. MM/SD. 16.3.05 – AL walled garden. Meeting didn't take place. Foresight have not been awarded the lottery funding so are rethinking. Will come back to us with other proposals.

18.05.07 Chairs Remarks: Apologised that this evening will be a longer meeting. APG report reflects we are moving at a significant pace. LL has also indicated she will be resigning from the Board with effect from the July meeting. She will be sorely missed and this sets a challenge for those who remain. Lot of activity and lot of work done around MAT development, thanked VM for work in L&M. Thanks for all the work that has gone on so far.

18.05.08 Papers for Urgent Matters Arising – Human Resources - portfolio meeting minutes distributed in advance electronically. Only for discussion if major issues. LL invited questions. None received.

Safeguarding – data distributed by SS for Board consideration. SS – FTE at ER – none last term for drugs, due to drugs policy that came in at the beginning of last term which has had a strong impact on the students. SS invited questions about the data. First time the data has been presented in this way. PK – how does it compare to last year's exclusion figures? KR – agreed figures from last spring were high which implemented huge drive, policy, and students carrying out a survey of their perceptions of behaviour. Exclusions – current issue with persistent low level behaviour – finding strategies that are appropriate and MS has an extensive report. KR thanked MS for his attendance in school this term. VM endorsed the suggestion for a consistent data presentation style so that comparisons can be made. KR – format has changed at the moment as bare minimum has been done. Department has lost an administrator so have less time. Working on this. KR offered to email more lengthy and detailed information tomorrow and comparison from the previous year to be included for next meeting. KR – very different from day to day liaisons with agencies. This is the high level safeguarding and not student welfare concerns, which can be looked at if Directors wish. MM – what are we mandated to receive at this Board by way of update? KR – Directors are expected to know what the school is working on in terms of safeguarding improvement. This data document is what Babcock say the Board have to know in terms of figures. SS has more information which she was saving for next full portfolio report. MM invited ideas around the table and SS asked whether Directors preferred a mini report at each meeting based on

GW

discussions with GWW and KR or 2 big reports per year? KQ – current document format doesn't give Directors much info. SMD – single central record check was picked up in Ofsted, this document keeps those things in mind. This report has to be termly (best practice Safeguarding Level 3 training). SS and KR meet half termly. SS could provide this at every meeting for both sites as she also meets Geoff Warne at ML. PH – need to know day to day reality in very brief way. KR – starting to use CPOMS which produces its own high level reports. Now at ER we can record online in a package so report will probably look much more advanced next year. MM – for future meetings would be useful to have some sight of headline bullet points, show concerns and issues, and full data once a term to meet compliance. KR to email additional data to Directors tomorrow.

SS
KR

18.05.09

SEN Update: MM – area where the school probably needs to make some changes. At time of last ER Ofsted, spoke about SEN being very good. The school is currently under financial pressure and needs to change in terms of the way we are doing things going forward. KR – Very proud of lots of areas of SEN in the school and the work ethic of team. Information sheet distributed with issues and proposals which KR talked through. LL – how many TAs? Approx 15 at ER being line managed by SENCO. How many SEN? 200 in ER, 28 with EHCP/Statement. Another 10 funded by DAF. KR - wanted to raise awareness of why some of these changes would be desired. Questions invited for KR. VM – is it right to judge that what is presented indicates cultural and operational change and a financial change? KR – JB and KR have been quite conscious to be cost neutral. Idea is about working smarter. Need to think about priorities and change current practice. Want to make sure funding we already have is spent on those students. LL – dyslexic support is limited? TAs or teachers as well? KR - Both. There is currently a long waiting list. LL – thought SEN Act states schools have to make provision for specialist teachers for things like dyslexia. Would be what is happening with teachers as well as TAs – specialist training, raising awareness. KR at the moment there is no SEN administration happening at ER which is impacting across the school. LL – do we need to have the money visible to us at the Board on how money is spent so we can support and answer questions on this? VM – can be done but have to be careful not to start presenting another set of complex documents that don't give the underlying info. JN – vast majority of money is spent on teachers so vast majority of SEN support will come from teachers. TA numbers have halved over the years. VM – is it the view that all SEN money is not always applied correctly. KR – Meeting scheduled with JN, HM, KR, MM about allocating disadvantaged students money. MM – might be valuable if Directors make themselves available within the portfolio structure to assist. MM – KR has come to seek Board approval to put an action plan in place. What will the impact of this be? KR - Financially very minimal. In terms of impact on school performance assumption is likely to close a gap between SEN students and other pupils. Will take a performance hit in some areas but the TA needs to be there for the needs of the child rather than the department. SMD – as parent director of 2 dyslexic children who have gone through the school, the support received is completely different between the two over the years. MM – any dissenting voices to KR and JB implementing proposals here tonight? No objections received so approval given and to be picked up at Board in six months' time. **AGREED** for SEN to be put into the Outcomes portfolio. MM – to what extent do ML have same problems and may it be possible to share across 2 sites and wider MAT. KQ – met with KR before the Full Board meeting and agree a lot is the same in terms of national picture and funding. Approach taken at ML is more coordinated. Not seeing SEN as being separate, very much within teaching and learning strategy. TAs very much focused on Read Write Inc and filling in the gaps. Not so much in intervention. Before January high rates of FTE for SEN boys. Doing teaching and THRIVE together which has been very successful. New SENco since January. AT – it is about putting best teachers in front of most needy children. As KR said differentiation will continue to be focus, lot of CPD done with teachers and TAs. Upskilling TAs in terms of subject knowledge. KQ – have vulnerable children meeting now held talk about all vulnerable, not just SEN. Cluster TAs by children's needs, as KR is talking about at doing at ER. This has been part of TA observation and appraisal and bringing in teaching assistant standards. Not using TAs for secretarial things, in front of children where they are needed. Putting ownership on teachers giving them targets - with a SEN child progress needs to be exceptional. Speech and language, and social

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emotional health. 18 month waiting period for speech and language therapist in Devon. PK – how many TAs. KQ – 20 but not all full time. KQ hopefully things done this year will be shown in outcomes of gaps in July. MM – tweaking rather than needing same extent of change at ER. Challenge now in monitoring outcomes. KQ agreed and said ML could look at taking ER children on a THRIVE basis. LL – referred to KR’s comment about complaints from parents and asked how many? KR – these are not formal complaints as we work hard at forming good relationships with parents, but in meetings and through email communication parents are telling us they need to see something happening.

KQ/KR

18.05.10

Approval of Policies: Mobile Phone – This policy has returned to the Full Board as some questions were raised at the last meeting. Policy again electronically distributed one week in advance of the meeting. KQ clarified this is an ER policy. ML has its own policy which is no mobile phones for anyone due to the Nursery with additional guidelines. APG – suggest one word change under requirements “strict no mobile phone “use”” – KR to amend. VM – requested policy changes be highlighted going forward to clearly show where the changes are. GW to oversee this in future. KR – finding explosions at student support on a Friday with them having phones on a weekend. Parents want the safety of children going into town etc and the sanctions change is to accommodate this. MM – All happy to approve changes to the policy? **AGREED.**

Separated Parents – as Safeguarding portfolio holder SS introduced the new joint policy across the academy – KQ stated finding at ML increasingly separated parents within community and complexities about how we deal with information, review day appointments, etc. This gives protection for staff that we have a policy to follow. Policy has been done with parent input of someone who was affected. No questions. **AGREED** to adopt.

DBS checks – LL – policy is referred to in the minutes of HR meeting and changes to policy noted on HR minutes. LL highlighted these. Para 10 offers the choice to accept a DBS previously carried out from other authorities – chose not to and to do our own. MM noted this is a statutory policy. All **AGREED** to adopt.

MS – very brief introduction to a new Behaviour Policy “Ready to Learn” for low level disruption in class. Spoke to a governor from ISCA who have also adopted this and are extremely supportive. Involves training of the new TA arrangement, documents will have to be worked out to explain policy to students and staff, time put in to deliver information, and suitable facilities for sanctions will need to be found within the school. KQ has received details from KR. Currently there is the same Behaviour Policy across both sites so use of Ready to Learn in primaries will have to be researched and a ML Behaviour Policy will have to be tabled. KR - very rigid and more secondary based. General discussion, and Directors **AGREED** to attend an extraordinary meeting of the Full Board to give Directors the opportunity to read the proposed policy in advance and bring forward any questions or concerns. GW to organise Extraordinary Full Board meeting in June with KR in attendance as would need to be implemented before the next Full Board meeting in July. Consultation with ML to take place and something that feels like an implementation plan to come from MS.

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18.05.15

Portfolio Reports: Moved to item 15 for **PDBW** with KR in attendance – invited questions.

PK – cyber bullying query. KR – will be on report to be emailed. National picture. KQ – seeing it in primary. MM – around school weaknesses PEP funding being allocated to support needs of CIC – to be picked up within finance. MM thanked MS for very comprehensive report and work done to underpin it. *[KR left the meeting.]*

Finance: VM referred to the minutes within the pack. SIF bid information to be commented on later. Highlights on finance is the work currently being done on next year’s budget item 3.5.02 that the gap at ER has reduced from £300k shortfall to £70k and is now £58k so improving all the time. ML is looking very close to budget. Very confident will be in a balancing position by July meeting to agree budget. Earlier reference to PAN increase and initial costing difficulties but long term benefits are significant. JN – third of 3 hard years to balance budget and it is only due to scrutinising every decision at ER that we are where we are. At ML numbers have increased considerably. 3.5.03 – management accounts copy of whole school attached. Finance Committee comfortable pretty much on line with over all £20k deficit on £4.5m spend. Astro 3.5.04 – astro performance remains very good since investment last year. Continue to remind Finance department that astro performance needs to be monitored separately from

Alive. 3.5.09 covered accountancy provision in AGM. MAT development – clearly with things moving ahead very strongly and positively AF pointed out in last FC that we need to be very careful and process aware of how recharges are made and very clear in our positioning of commitment that any joining school needs to make to finances of the MAT. If necessary separate FC meetings will be held in conjunction with APG guidance. Reserves – work is in hand to bring to FC interim balance sheet reports which will indicate regular updates on reserves position. AL – reason raised reserves issue last time as looking for evidence of money being paid back from astro. VM - it is being paid back and by treating separately from Alive income will hopefully ring-fence that income at the year end. Alive money goes into the school. AL – one of only 4 schools to be successful in a SIF bid. Heating, roof replacement, toilet blocks. Work to start half term until October. APG noted learning environment improvement with new lighting. MM – timescales to start unravelling the MAT finances, charges, our sites paying in? JN – met today and started looking at this with KQ and APG. JN - modelling percentage of gross budget of other schools. VM – feeling that FC should be linked in to management decisions being made around this. AF – point in the FC was to start thinking through financial control procedures that need to be created in advance. Possible to adopt best practice.

Leadership & Management: VM – need to ensure we develop MAT’s needs in line with all the other ongoing changes that may be recommended in terms of management and leadership of individual schools. PAN figure increased from 224 to 240. MM – we have been concerned with MAT developments and changes to be put in place - aspects we want to report more fully in future.

VM

18.05.11 Ofsted Learning: Targets shown at bottom of ML Principals Report. Science quite broad at the moment which may have led to not such good results. Looking at appointing new science leader and trialling science on target tracker alongside reading writing and maths. MM – Ofsted feedback around single central safeguarding record – Directors when on site at ML should take a look at this. Ofsted recommendation was that it was held separately from ER. All invited to summer fete Saturday 8 July 11 am – 2 pm.

18.05.12 Principal’s report – ML: AT acting up in KQ position while KQ moves to support APG work on MAT in the short term. MM – question in Outcomes paragraph of report – how do we know SAT interventions work? AT - hopefully in outcomes. Easter Club was not as successful as hoped. Track attendance. High percent attending in Year 6. Targeted intervention to some subjects. MM – any outcomes EYFS moderation. AT - judgement sound and some things to move forward on with learning journeys. *[8.20 pm JN left the meeting.]* KQ - lots of NQT external moderation this term. Very positive. Want to use us as a beacon school in Local Authority.

All

18.05.13 Principal’s Report ER: JB - projected shortfall already spoken about by VM. Also draw attention to PAN increase. Very positive for the Trust as a whole. Obviously won’t see benefit for 12 months but we have satisfied everyone who has requested to come here. Teacher support package – Work being done on this. Rebecca Mullins has worked with AT on this for ML as well. Ready to Learn policy already discussed. Concerns for outcomes – slightly more positive prediction but still health warning nationally due to huge changes so very difficult to make accurate predictions. Targeted funding mentioned – talking about ringfenced funding and how we plan and deploy this funding with more vigour. Huge accountability for this. Worth pointing out that attendance has dropped, one particular thing is Year 9 unusually high illness absence which has brought the overall down slightly below target. Monitoring very closely. Not provided events overview as more to report in next meeting. SIF bid mentioned already and Manda Stone has put a lot of time into this so worth noting. Challenge Partners review took place which will hopefully be an annual process. Report to follow at a later date. Ten Tors took place recently – ER had a partnered team with Radcliffe school in Dawlish and two 35 mile TCS teams. Thanks to be passed on to Iain Grainger-Allen, Jon Miller and the team who put so much work into this. VM – Challenge partners? When do you expect the report and do you get verbal feedback? JB - some but expecting full report after Half Term. GW to send out briefing sheet. LL – first parent forum – attendance? Not as well attended as would have liked. Went very well. Very good feedback which is being collated and can be shared with Directors. Parents appreciated the opportunity to speak and had a fairly open forum. Treated positively. Noted that information needs to be sent out to parents early. MM – congratulations and thank you on work around TLRs. GW to send out referenced document “the wasted years”. JB to

JB

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JB/GW

- give to GW.
- 18.05.14 CEO's report:** Emphasis on 7 June presentation to diocese board. Draft structure of governance - Members (5) then Board of Directors separated as clearly as possible from the Members and from the next layer which is local governance. Scheme of Delegation has had to be changed following meeting on Monday. No questions. APG, JN and KQ attending on 7 June. MM to come if possible and meet beforehand as well.
- 18.05.16 Directors Training and Feedback and significant local contacts** made – Safer Recruitment training – still need a date. GW to send another set of dates around.
- 18.05.17** Moved to **Part II** and all staff members left the meeting at 9.15 pm. 9 standing Directors remaining. VM to minute further.

MM

GW