

**MINUTES**  
**of the meeting of Directors of Teignmouth Learning Trust**  
**Thursday 2 February 2017 at 6.00 pm in the LLC Conference Room, Exeter Road.**

**Present:** Jason Beardmore (Principal, ER)      Mark Moore (Chair)      Gill Endacott (Leadership)  
 Niall Duffy      Vic Millard (Vice-Chair)      Jon Newman (Leadership)  
 Alison Eden      Sarah Minty-Dyke      Rebecca Mullins (Leadership)  
 Tony Gray (CEO)      Katy Quinn (Principal, ML)      Kelly Ray (Leadership)  
 Pat Henchie      Sarah Schooling  
 Pip Kerr      Mike Stean  
 Liz Lyden      Gaby Willis (Clerk)  
 Alan Lumb

**Apologies:** Andrew Flanagan      Scott Deeming (Co Sec)

**Absences:**

**Action**

Meeting opened at 6.00 pm. Round the table for introductions for new Directors.

**02.02.01 Apologies for Absence:** AF and SD – accepted. PH requested to leave at 8 pm. Approved.

**02.02.02 Declaration of Interests:** None.

**02.02.03 Reappointment of a Director:** SMD confirmed she is happy to continue for a new term. LL proposed, PH seconded. All **AGREED** and SMD duly reappointed for another 4 years.

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

**02.02.05 Matters Arising:** MM - KR action plan for this meeting? Still being worked on and added to. KR to email to Directors when ready. SMD to forward data on drugs and alcohol. JB and VM met as agreed. 8.12.12 - any amendments to scheme of delegation APG? Not yet but there will be. Pippa Green to be known as Pip Kerr as a Director in line with ID and enhanced DBS check documents.

**KR  
SMD**

**02.02.06 Chairs Remarks:** Thanked everyone for coming. Welcome to new Directors, offered support or explanations of any jargon. MM informed the Board that AL has tendered his resignation and this will be his last Board meeting due to his move away from the area. MM thanked AL on behalf of the Board for all the work and commitment over 20 years. Managed significant portfolios with huge drive and energy and will be missed. Everyone agreed. Second attempt at refined Board structure. Encourage all to keep meetings going, ensure scrutiny and governance is going on in the background.

**02.02.07 Papers for Urgent Matters Arising** – Finance Committee and Performance Figures, both distributed in advance electronically. Only for discussion if major issues. Will be put on agenda for future meetings in line with portfolio report rota. MM asked VM or anyone else for anything urgent to be raised with respect to Finance. LL – when do we get the results from the internal audit? JN - just arrived this evening. JN stated audit is sent to VM and an action plan is agreed. Normally dealt with at Finance Committee but now remit is much wider. VM to share the information with the Board when it is ready. MM to send out explanatory note which should have accompanied Performance data (apologise from GW for missing this). Will be further explored at a future meeting. MM invited questions. None.

**VM  
MM**

**02.02.08 Safeguarding Report** – Report circulated. SS thanked SMD for preparing the figures. SS met with KR and SMD last week. Referred to community drugs issue mentioned in last minutes. Police have been in and spoken to every year group. SMD has been doing training on homophobic and transphobic behaviour. Amazing response from the students. Lots of work being done around safer internet use and KR is arranging an e-safety seminar for parents. Letter will be going out and all Directors are welcome to attend. It was noted that Mill Lane did this last term. SS invited questions on the data. ND requested a glossary of TLAs – SS to provide. AE asked if school refusal counted as MASH referral. SMD - depends on circumstances, family background taken into account, home visits – yes definitely would be looked at carefully. GME thanked SMD and Christine Mayne for help and support that has been received recently in the Sixth Form. MM asked about Fixed term Exclusions – JB confirmed they are starting to

**All**

**SS**

decrease, KR to email report out after SLT meeting tomorrow. Noted they are currently quite high at ML. KQ - tricky group of Year 2 boys. Missing the Nest provision from a primary point of view. Created own Nest provision with teacher who has been on THRIVE training. Expect figures to reduce in the spring. KQ explained The Nest was a learning community provision based at ER but all local primaries had places. Was funded for 4 years but in summer last year closed. KQ negotiating with County at the moment to make wider provision for KS1 in Dawlish and Teignmouth.

**02.02.09 Principal's Report, ML:** Report issued electronically in advance. KQ invited questions or any clarification. SMD commented she had looked at outdoor learning classroom yesterday which is lovely. MM – increasing numbers in 2 year olds. Impact of more? KQ - 2 year olds from 2 years ago now moving into reception. Analysis has been done of them vs children who don't attend the nursery and it shows those children coming in about 18 months behind where they should be developmentally. Would like to expand provision to include vulnerable families who don't meet FSM criteria. Potentially allocate some pupil premium funding to this.

**02.02.10 Principal's Report, ER:** Report issued electronically in advance. JB invited questions. VM asked about the first preference 221 pupil applications? APG, JB, JN, and KQ met this week about this. Discussed possibility of 210 students in terms of finances. To take on additional students in Year 7 in initial year has serious financial repercussions as those students are not funded until a year later. Resources and staffing have to be able to meet the influx of students. JN and JB have looked at models using new financial software. Have verbal offer of £50k from Local Authority for growth fund, need to get this in writing - APG. JN - because there are surplus places in local schools they won't guarantee to fund our growth. Would potentially be losing 163 students in year 11, so this is a growth of 47 students. First 45 not funded so would only get funding for 2 students unless exceptional circumstances. JN stated we have approached the LA and are waiting to see what they come back with. JB - need a detailed picture of how workable this is, in the short term. VM asked are we saying yes subject to this? JB, APG and KQ confirmed yes to 210. JB/JN - this year is an anomaly which won't be repeated until potentially 2021. ND – if there are vacancies in local schools has there been any postcode analysis? KQ - it is a big year in the community, and for those with siblings already at the school. MM – what is the advantage of increasing? Lots of staffing and other issues that will follow on? VM – income and sustainable numbers? ND – proud of our offering. SMD – already very stretched workforce and would be asking even more of them, that is a concern. KQ and JB - do not underestimate parental preference. Offers good chance of increased figures for the Sixth Form. JB - good point to make about resources, most important are staff, ensure structures are right as will have knock on effect on group sizes. MM – is position from the Board supportive of growth? Yes. JN – will bring challenges in a few years' time, with big year group in main school benefits for potentially 7 years. Buffer against uncertain world. Agreed for JB to take this back to the Finance Committee.

JB

LL asked JB to say a bit more about annual student survey. JB - In general terms to increase use of stakeholder surveys is an objective. With student survey we have been talking about gaining student views on all sorts of things. KR – RHM has developed some teaching and learning based questions, KR some ones based on safeguarding and behaviour and SEN including things like student proudness of their work. Google survey will be put together for all years to take. We are participating in a national anti-bullying survey to be submitted online and we get free analysis of all responses for Year 7, 8 and 9. Hope to have results of all of those at next Full Board. Year 7s have already been forwarded to MS, SMD and ND. Very positive surveys and conversations had for any concerns. JB - actions in improvement plan about wanting to place great emphasis on self-evaluation using stakeholder evidence. GME also contributed and Sixth Form are doing this through audit at the moment.

JB

SS asked about the recent changes to lunchtime arrangements. JB – changes implemented for a number of reasons. Ebb and flow of litter problems which is a real issue and was raised by all staff and students persistently. Also there was an issue in classrooms of litter and food with people going in in the afternoon and finding food on the floor and in learning areas. Also needed to ensure the supervision of students was the best it could be. Localising some areas to maximise available staff on such a sprawling site as ours. Also to open up a venue in addition to the canteen (Milk Bar). Had some strong views in the first week, all of which were followed up. Concerns raised about the canteen being busy. Some reactions from small group of people were not strictly accurate. Listened to students' views and parents' views. Met with some students and asked what was needed. One request was available space for students

who bring packed lunches – additional rooms were opened up and a lot of the issues went away very quickly. SS – understanding then that the concern was capacity which it appears has been resolved. JB – students were told about this prior to the Christmas holidays. Told them we will tweak it until we get the best balance. SMD – more tables and chairs have been brought in and in the Milk Bar there is always space with a lovely atmosphere - tables of kids playing cards, Ludo etc. Site now looks so much better. KR – all settled down and getting used to change now. JB - talking about summer arrangements and what will happen when the field is open.

MM - note comment regarding an external review which identifies strengths and leadership in Sixth Form. MM – post-16 curriculum sustainability? JB - reviewer (also an Ofsted inspector) had originally got numbers from data and compared with other schools and models around. Pointed out effectively we have a very broad range of courses on offer and large number of very small groups. Looked at this in terms of affordability. Question based around how we plan to sustain this. GME – part of review looking at whole of South West and the funding of it. Reviewer was not willing to say average size of sixth form in Devon. GME - need to look at provision we make. Sometimes only get students for 1 year with Level 2 courses. Need to make sure we offer the subjects people want. MM - anything else from this report? No further questions.

MM –uniform update. Discussed at L&M portfolio meeting an all school through solution. MM – update on L&M meeting – need some degree of continuity/ethos as affordable solution as we are a community school, looked at further data presented which was broadly in favour. ML parents overwhelming support in favour of move to white shirts. MM – discussions need to be had in terms of running down the stock and implementation. Looking for approval from Board in principle to move forward. KQ – ML phase are proposing to keep the black jumpers and cardigans but move to white shirt or blouse for boys and girls and introduction of tie. Early Years and KS1 no tie as will present issues in terms of getting changed for PE, etc. As students move into KS2 there will be the introduction of a tie (Year 3 or 5 tbc). JB – Year 7 and 8 when come to school effectively have existing uniform and then Year 9 onwards (KS4) will be supplemented by addition of a blazer. Number of solutions to make this workable, but this would be more for discussion at portfolio meetings. MM – is it your guess that we will implement next year or following year? KQ – new reception class from September 2017 and then as and when students grow out of other uniform. Would like to assess at Christmas. LL –the uniform is mandatory when phased in but if younger children want a blazer can they choose to have one? JB - we can work on this in the details. MM – comments? ND – noted dislike of blazers and ties. AE asked who wanted what (was not present at the previous Board meeting when this was presented). JB – Feedback was looked at previously and can be made available to new Directors if they wish. AE - Majority was blazers and ties? JB - Yes, for the older children. MM put the proposal to the Board that we approve, in principle, for change towards blazers, white shirts and ties in staged ways and they will be looked at in detail at L&M Portfolio meeting. Vote: 8 in favour; 2 against; and 3 abstentions - **AGREED.**

JB/KQ

**02.02.11 CEO Report:** APG – Report issued electronically in advance. Has received letter with a request to join our Trust and a meeting of Members was held this evening except MC who was unable to attend so has been spoken to separately. Members have agreed to accept the application and start process of due diligence. Financial liability will be looked into. It was noted that the Members board would need to be reconstituted as would Board of Trustees. VM, APG, PH and AL are meeting governors of a primary school on Monday. RSC have final say about who partners with whom. ND – huge achievement to attract other schools to join. Timescales? Sept 2017? APG - yes. Discussion around potential secondary pairings. ND asked for clarification on the last paragraph which APG explained basically means that schools cannot join MATS out of their geographical area. MM – board will need some detailed discussions. Agreed this would be done at an EGM. MM offered congratulations on this milestone.

**02.02.12 Portfolio Report – Quality of Teaching and Learning** – SMD – Mentioned the Teaching and Learning website and asked RHM could Directors have a link to this or a presentation to show the amount of effort and support that goes into the teachers of this school. RHM to email link and if Directors wish then people from the cognitive team can present it to them. APG – ML teaching and learning? AE - what does gauging typicality mean? RHM - trying to move towards staff engaging with typical practice when lesson is observed, not having lead up to quality assurance observation.

RHM

AE - cumulative picture. MM – what extent of sharing goes on among curriculum teams? ML are very good at learning walks. RHM – what we are moving more towards with professional development programmes is that teams are sharing across whole teaching staff. Each curriculum team presents to the school. Looking at how CTLs are given more opportunities to share what they are doing and develop what is already in place. SMD – best practice across the board is on the T&L website. JB - some excellent practice is going on. Agree still have some way to go towards moving overall culture to “open doorness”. Level of opportunities being offered is second to none.

**Human Resources:** LL – Decision was made not to send out minutes this time as these are now more detailed and contained a lot of confidential information. In future, a shortened version will be sent out and the confidential part will stay on file. LL gave brief rundown. Starters and Leavers to be circulated with Board minutes. LL - Look at absence, grievance, etc. Reduction in sickness absence. JN to put together stats on trends which will come to the Board. Policies – auto enrolment for pensions was discussed. Now obliged legally to auto enrol and briefing will take place for these few people who will now be eligible. Looked at structures, training and development for staff other than teachers. Staff forum and staff voice and some initiatives that JB has covered in his report. Govt scheme Fit for Work is being trialled – free service. Will work well with occupational health scheme. VM – regarding confidentiality? As we are trying to build transparency in the Board, uncomfortable in principle with things in portfolios and committees not being shared. LL – nothing will be missed, the information will just be presented without names and personal information. MM – what are we like in terms of HR? Is there a feeling we are a good place to work? LL – from HR point of view looking at things like absence stats we can get proper detailed info for Board in the future. Talked about more information from staff – can do employee engagement review? JN – Rob Wilcocks (internal auditor) looks partly at risk based on HR processes. Directors can use this resource to look at various issues in the school. JB – good idea. Needs to be at the right time. Doing a number of staff forums at present and must be careful not to overkill. LL to add to agenda to discuss at future HR portfolio across both schools. JN – our HR processes run seamlessly and there is a deliberate attempt to be consistent across the Trust. Could be potential issue for growing Trust as where will we insist on consistency? ND – in terms of recruitment, do we have issues? JB - in core areas it is a national issue. KQ - working with Schools Direct at ML.

LL  
GW  
JN

**Physical Resources** – AL – 2 classrooms added to ML and the outdoor classroom. Outdoor classroom is a county initiative that we were invited to take on. Will be a very attractive corner as it matures. KQ –an outdoor kitchen will be put in and food will be cooked by the children and have a band to have an official opening in a few weeks' time. AL – general concern that development on ER site seems to be led by what we think we can get funding for rather than what the curriculum needs. Are there other ways to get funding rather than the usual means? Lots has been done to update buildings on this site over the last few years, for example the Sixth Form was a curriculum led facility. AL stated he felt that it was important to get some expertise in place with experience of buildings and estates management. Health and Safety document to be noted for Fire and Evacuation policy which has been updated to include a section on out of hour's and holiday procedure. Re the Walled Garden, KQ would like to see any bids that are going in the name of the school if our school charity number is being used. APG also raised safeguarding concerns and stated that more details are needed. JB to pick up with Manda Stone and bring back to the Board. GME also any Sixth Form involvement needs to be closely managed in terms of safeguarding. To be picked up outside the meeting.

LL

JB

02.02.13

**Directors' Training and Feedback:** SMD, VM and MM attended Curriculum and Performance training. VM and MM attended Governors Responsibilities in Governing MATS. LL attended an employment law conference in November. SS attended Responsibilities of the Safeguarding Governor. MM thanked all who had returned Directors' Skills Audit. Results and thoughts will come back from LL and MM. Safer Recruitment course details will be sent out by GW after liaising with Geoff Warne.

LL/MM  
GW

Meeting closed at 7.57 pm.