

**MINUTES**  
**of the Full Board meeting of Directors of Teignmouth Learning Trust**  
**Thursday 22 March 2018 at 6.00 pm in the Library, Exeter Road.**

**Present:**

Andrew Flanagan	Katy Quinn (Principal, ML)
Tony Gray (CEO)	Sarah Schooling
Pat Henchie	Jack Spicer
Pip Kerr	Mike Stean
Mark Moore (Chair)	Gaby Willis (Clerk)
Vic Millard (Vice-Chair)	Scott Deeming (Co Sec)
Sarah Minty-Dyke	Joab Forte (Leader of Digital Services)
Jon Newman (Acting Principal, ER)	

**Apologies:** None

**Absences:** None

Action

Meeting opened at 6.00 pm.

**22.03.01 Apologies for Absence:** None. MM welcomed JS and asked for introductions around the table.

**22.03.02 Declaration of Interests:** None

**22.03.03 Appointment of New Directors:** Jon Newman – MM proposed, seconded AF, all in favour. DULY APPOINTED. Jack Spicer – biography sent to Directors for February meeting. JS introduced himself and expressed an interest in joining the Board to contribute to TCS and from professional point of view. MM proposed, MS seconded, all in favour. DULY APPOINTED.

**22.03.04 Minutes of Previous Meeting:** MM chased up potential new director but it would appear there is no longer interest. Distributed Strategic Intentions (TCS) suggestions. [Feedback requested by next meeting via email when Board will look to formally accept a consolidated and agreed version.](#) Briefly touched on restructure of Board. MM has some proposals which are to be worked on further. [Will come to next Board meeting.](#) Finance action points to be covered later. [Hold over action regarding glossary.](#) Safeguarding figures. [GW to check with Maire and JN regarding JB survey responses and what is happening with them.](#) It was confirmed that Finance has picked up the Physical Resources portfolio. VM –covered it briefly in the Finance Committee and expressed a route forward. Have outline plan of how to incorporate it. In short term comfortable with that. Minutes accepted as true record.

All

MM/GW  
JN/GW  
GW

**22.03.05 Chair's Remarks:** Very warmly welcomed JN in his role as Acting Principal. Total support of the Board and great to have JN in place. Ofsted visit today. Lot of work around some improvement activity identified today. JN – will speak on this during Principals Report and reporting to staff, next stages, etc. MM – remains a good school. MM reminded Directors this meeting is his last before his penultimate meeting as Chair when he steps down in September. [Happy to have conversations with anyone interested in standing for Chair for the next academic year.](#)

All

**22.03.06 Finance Minutes:** VM – progress on cost control plan agreed at last meeting and expectation was 4 weeks from last Board for that to be in place. For many reasons, deadline has been missed and we are not in a position to say we are satisfied we have cost controls in place that we agreed, nor do we have a cost saving plan in place. Work is underway. JN – in terms of managing individual budgets action has taken place. Budget holders have been given some expectations. Will come back to this. Secure that we are checking that individual budget lines don't run over. Reforecast has taken place. Monday school was closed due to snow, Tuesday interviews were being held and Wednesday received Ofsted call so haven't been able to bring this to the Board. MM – last time the Board approved whatever support was needed. Initial offer of help has fallen through but looking to external parties at present. VM – MAT

- expansion due diligence well underway, comfortable. Emphasis is on needing fairly soon some indication of what our projected year end position will be. MM – travel expenses policy and issue around charging for consumables. For discussion at future Board (VM). AF – [need to have a finance meeting before the next one, in April](#). Next one 2 May. MM – may be this [could be a scheduled phone or Skype conversation](#). No further questions. VM  
VM/GW
- 22.03.07 Principal's Report Mill Lane:** KQ ran through presentation which had been electronically distributed in advance. VM – What is stem week – Science Technology Engineering Maths – national week across the country. Teamed up with ER science department and did some experiments in assemblies. How will we know if any of these things are working and making a difference? KQ - through minutes of moderation meetings, target tracker, Director for EY coming in to do learning walks. MM - things like Peer review project? Building in what success looks like at the outset. KQ - yes, how can we share best practice across group of schools, getting teachers familiar with this, very open place to come and see how people teach. Streamlined version of Challenge Partners, primary model. MM – [at some point want to be able to draw clear line of sight between TLA and improvement of SEN phonics etc. Would be helpful to come back to Board on this in the future](#). Early help for mental health leadership strategy discussed. WIG – Wildly Important Goals. Noted phonics results up this year, following KQ disappointment last year. PK – primarywise, that would track the interventions for disadvantaged children and would it assess impact of that? KQ – provision map tool will do this for all children in rest of the school. At the end of year will have more information available on this. [MM requested Provision Maps be added to agenda for the end of the year](#). Flagged concern over number of children coming to primary school not toilet trained. PK – parenting classes will they be self-selecting? KQ - Will be referred to children's centre and recommendations will be made. Can ask themselves but if referred will be free of charge. ML to host morning and afternoons, coffee morning drop in for information to be held. Attendance: quite a lot of illness noted. VM – would like to see a trend report for attendance. [KQ to ask Rob Willmott who does the dashboard for both sites, every half term](#). KQ  
KQ/GW  
KQ
- 22.03.08 Principal's Report ER:** JN – report distributed electronically in advance, reflects where we were a week or so ago. Discussed leadership and distribution of JN's former responsibilities. Rebecca Mullins heading up personnel and Gill Endacott having a role in finance. Presentation will be made to staff after Easter with where responsibilities lie. Some key appointments are needed to be made. Need budget information. JN noted peer-to-peer support from KQ and SD which has been outstanding, and the Leadership team have been fantastic. Safeguarding overview has been taking place. Noted Ofsted stated safeguarding is working. Discussed new lanyards system. JN – looking at present at improvements. Will be picked up in Physical Resources. SMD – Roly Weston very involved in the meetings about this with totally objective view on what is practical and not. Ben Webber has taken responsibility for CCTV. MS – people parking to go to Alive during the day, can they be outsiders? Not open to the public during the school day. MM – had discussions around timetable promotion around transition point. Felt timetable promotion is operational matter. Grateful to be briefed on this, Directors should be aware. APG also expressed surprise, stating he would have resisted the move as it was a feature that made this school different. VM – very disappointed. Starting of new academic year in July. Gave space for Year 6s. One change was to move to 3 year KS4. Discussion around reinstatement of this next year which JF confirmed was possible. MM – impact on transition or this year? KQ – not done as much as previous years. Still doing a week of normal transition then 3 days of activities still to be agreed. 50/50 split. ML will still promote. MM – clear request from the board that we be consulted before we make a move on next year's decision. MM – activities week that has come into place, move away from a reward day as single day linked to good behaviour towards 3 days of activity at cost to parents. Various at nil cost, some at medium, top end £650 for water park in Spain. Strong feeling was the Board should have been made aware as went against our ethos as a school to significantly disadvantage some children, and has bearing on enforcing parents not taking children out of school in term

time. Would ask to be consulted next time. JN – lot of work in schools to get this together. Issue about equality of access. Not based around behaviour. Important that Board has opportunity to have a view. VM – need to sow seeds that we will accept this this year. Noted that hard work around Sixth Form recruitment has been positive. Board offered congratulations to the Leadership team on selling to the students based on their experience and knowledge. Discussed attendance, again a lot of sickness this year but still good. Ofsted happy with this today. 210 currently offered places in new Year 7. Second round will go out and then we will have the choice to increase PAN slightly. MM – view around board table has always been expand to the point we are able, and manage implications through the Finance Committee. If situation crops up again this would be the proposed route, all agreed. JN confirmed if we went to 224 this would still give 7 tutor groups.

Ofsted- JN confirmed visit was anticipated. Call came yesterday, sent team SEFs for areas of weakness and what we are doing about it. Science, Maths, Humanities, Disadvantaged Students. Feeling is they will assess this summer's results and if they are not satisfactory Ofsted will come back in a year. Leadership to meet tomorrow, JN to communicate to staff, then an action plan will be put together. VM referred to performance data, from a director's point of view, and stated he had long had a concern about ability to interpret the data. Strongly believe as a board we need a simplified set of performance data that lay people can find their way through. Struggle to track key areas that were highlighted in last Ofsted. Requested and offered to be involved in a project group for data for the Board. JF – made the point of having it minuted in a leadership meeting earlier in the year, so in full agreement. MM – [propose need more directors engaged in performance area, consider this as part of the Board restructure process](#). SMD expressed thanks to JN for today. *JN left the meeting at 7.18 pm. MM left the meeting briefly at 7.18 pm. VM to chair.*

All

**22.03.09 CEO's Report:** Distributed electronically in advance. APG ran through bullet points. Consultation period, awaiting result analysis. Query has come in regarding use of school playing field by parish council. May create small delay. *MM rejoined the meeting.* Agreed with DFE and joining schools to put back joining deadline to 1 September, but have since been informed it may be 1 October 2018. MM – [continue discussions and draw up proposal of what managed partnership with another secondary would look like, to come to next Board for approval](#). They have requested proposal to their Board by end of term.

APG

**22.03.10 Portfolio Reports:** HR (carried over from last meeting). Date hoped for appointment of new permanent Principal at ER is January 2019. In previous minutes the Staff Leave and Absence policy was to be raised, but at a more recent portfolio meeting this was debated with a decision not to amend. Need to re-date, not reapprove. MM – carrying a number of vacancies across sites. Are schools quite conscious, if say 3 members of maths leave and we know the department needs support does the school have conscious approach to this? MS - all posts in key areas will be maintained. KQ – JN and KQ taking approach looking as MAT-wide to fill vacancies, sharing staff, appointing where needed and absorbing where this can be. Looking at budget very closely for next year, to give staff development and budget efficiencies. MM – important for future discussion.

**Outcomes:** All electronically distributed in advance. Open to questions. SD attended workshop with Jon Lunn at West Exe. ISDR, went through key pages for governors. Ted Wragg produce an ongoing internal one. Other primaries keen to embrace this. Could be replicated for LGBs. [SD to bring this back for discussion with MM, key pages for each school within the MAT](#). JF – for SWTSA schools we don't pay any extra for this. New responsibility for outcomes changing from Gill Endacott to Sammy Atkinson, already discussed a lot of what came up from Ofsted today and reinstatement of this as something we should really be using. APG – Ofsted had queried the improvement

SD/MM

figure. How reliable is this? JF – not very reliable. Benchmarked against other SWTSA schools, know from national data sets ebacc bucket is bringing the scores up. Feel English and Maths scores are closer. APG – is there a historical factor, Maths seemed more reliable overall and ebacc is guessed, is there any factor about how accurate predictions have been that give directors, if not telling us anything not worth it. JF – Have some concerns in terms of History. Work to be done here. APG - is there a standardisation on what predictions are based on? MM – work in progress, represents first go at trying to help Directors understand. MM – [suggest next meeting carry over this discussion with data circulated 2 weeks in advance for performance.](#) MM thanked JF for staying late this evening and for his efforts today.

MM/JF/GW

**Safeguarding:** SS – report electronically distributed. New ID lanyards at ER discussed. Safeguarding improvement plan done within school, all welcome to look at this. Data not available due to work pressures, but Babcock have confirmed for this occasion we can allow SMD to give a verbal report on trends that would normally show on data tables. VM – RTL? Staff are behind it but students are resisting? SMD – totally agree, issue is lack of data as member of staff who produces that has been long term sick which is causing an issue. Point raised today about inconsistency of staff is valid. When first introduced the process was very rigid, possibly revisited retraining. Consistency needs to be there. On speaking to students they like the fact that persistent disturbers of lessons are not in the classes. MM – [given next inspection cycle need to revisit recommendations of report in six months.](#) MM asked why the Whistleblowing policy been reviewed. SS – don't know if there has been a change or update to actual model policy. Think school coming at it from open and honest culture. Nothing significantly wrong. Also noted MS has been doing some mental health support work within school. SMD – FTE levelling out, did increase dramatically due to RTL policy. Have definitely come down, as hoped. Child protection numbers have reduced significantly. Been quite successful with MASH referrals this year. SS – are you only referring when you know it will meet the threshold? SMD – harder to get referral through, overhaul of writing of referrals. KQ reported on ML figures. ER use MASH consultation line more than ML who will make referrals on paper. It about building a picture of that child and what is going on in their life. No further questions.

SS

**Early Years:** PH - report is historic and validates everything KQ has given in her Principals Report. VM asked for expansion on the reference to having a community identity prior to MAT expansion. PH – retaining our own flavour within the MAT which would be particular for ML to have identity that we celebrate, as would other schools. VM – are there specific areas? KQ – down to curriculum and how we organise it, setting for literacy and numeracy quite different for primaries. Read Write Inc, etc. Wouldn't want to lose those things going into a larger MAT. MM - how are you recording what the identity is? SD – consistency for students. MM - if process gap is we need to codify ML ethos, how are you doing this with your team? KQ – just reassuring staff won't be changes like uniform etc this time. VM – money, recommend increasing the budget for additional class sets? Is there a financial amount? KQ – quote on desk, hopeful for September. Can pay quarterly. MM – free app to communicate for both sites, consider for next Ofsted. Has this been shared with ER? KQ - have this ready to share with JN. PK was attending communications meeting but this has been delayed. MM – [action to share app - PK to do this and update Board on whether viable and cost saving.](#)

PK

**22.03.11 Approval of Policies: Safeguarding and Child Protection (SS)** – change of personnel. No questions. MM – signatures on back page reflect date prior to some of the amendments. They will be updated as part of the process. Then to be put on website – KQ requested it be listed alphabetically under S. SS proposed, VM proposed, all AGREED.

	<p><b>Admissions:</b> (APG) – significant change to oversubscription criteria. Schools that are associated with our trust can be raised up the order, which we didn't think this was previously possible. APG proposed, SMD seconded, all AGREED. VM – a slight mistake in the wording was picked up in finance. Approval to proceed – <a href="#">4 and 7 look identical. APG to check this and wording as per Finance Committee query.</a> Board happy for this to come back for notification to L&amp;M team.</p>	APG
	<p><b>Access Providers:</b> (SMD) – It was felt that the Board had not had sufficient time to review this new policy for approval at this meeting. <a href="#">SS to liaise with Rob Willmott and confirm how urgent this is, if possible to come back to next Board in May.</a></p>	SS
	<p><b>SEN:</b> SD – current policy was fairly outdated so a brand new policy has been worked on with SD and Justine Housecroft. One school policy, covering both sites, with operational level reports sitting behind it. Distributed in advance to Directors electronically. Operational documents are available if anyone wants to see them. No questions. MM – <a href="#">on ER page with diagram “teachers are not responsible for all learners in their classes”.</a> <a href="#">Spelling to be amended to learners.</a> PH proposed, MS seconded, all AGREED. Thank you for all your hard work.</p>	SD
<p><b>22.03.12 Training and Feedback:</b></p>	<p>AF and GW attended webinar on GDPR – deadline is 25 May. MM – expect school has this in hand. Do we need to do more as directors to support. AF, JN JN and JF had dialogue. <a href="#">Need to address things not being done as a matter of urgency. Need to appoint Data Protection Officer; there needs to be data audit; and policies around data and staff training.</a> Data audit will have a large degree of work. KQ- at ML audit being undertaken, number of staff have done the training, staff training booked in on 16 April. <a href="#">Discussion about DPO to be had with JN.</a> APG stated we can buy a package from Babcock. Progressing and there will be a plan to meet deadline. AF – <a href="#">agenda for next Board meeting.</a> <a href="#">GW to make JN aware of expectation to report back.</a></p>	<p>JN</p> <p>JN</p> <p>JN/GW</p>
	<p>MM requested a brief Part II meeting with CEO and non-staff Directors. All staff members left the meeting at 8.10 pm. <a href="#">VM to minute Part II and provide to GW.</a></p>	VM