

MINUTES
of the meeting of Directors of Teignmouth Learning Trust
Thursday 14 July 2016 at 6.00 pm in the LLC Conference Room.

Present: Tony Gray (Principal) Liz Lyden Gaby Willis (Clerk)
 Vic Millard (Vice-Chair) Mark Moore (Chair) Katy Quinn (Co Sec)
 Sarah Minty-Dyke Andrew Flanagan Jon Newman (Leadership)
 Ruth Dennis Alan Lumb Annabelle Sampson (ML)
 Pat Henchie Lorraine O'Callaghan Scott Deeming (ML)

Apologies: Niall Duffy Sarah Schooling

Absences: None

Action

14.07.01 Apologies for Absence: ND and SS - accepted. LL requested to leave the meeting early at 7.20 pm and this was agreed.

14.07.02 Declaration of Interests: None.

14.07.03 Reappointment of a Director: Pat Henchie's term of office has expired. PH had confirmed she would like to be reappointed to the Board. Proposed SMD, seconded RD. All AGREED. Duly reappointed.

14.07.04 Election of a New Member: KQ confirmed that Graham Bond (previous Director) has agreed to sit as a Member of the Trust. A vote of the current Members (APG, MM and KQ) was unanimous to accept Graham as a Member. KQ to process the paperwork. KQ confirmed that a Parent of Mill Lane has expressed an interest in becoming a Director and has met with her and MM. To be invited to the first meeting of the new year (GW).

KQ

GW

14.07.05 Minutes of Previous Directors' Meeting: MM asked if there were any inaccuracies and none were found. MM proposed minutes be accepted as a true and correct record, RD seconded, all **AGREED**.

14.07.06 Matters Arising: 19.05.06 Principal's Report – will be reshaped slightly next year and more focused on School Improvement Plan. CEO's Report will focus on MAT development. APG and MM have met and discussed this. 19.05.08 – Further Ofsted meeting/briefing for Directors? KQ confirmed all data is in now so before the summer holidays the Leadership team will write a new SIP and SEF. Another meeting will be needed with Directors around September time. Action for Portfolio Holders regarding policies being aligned with Portfolios is still required and MM proposed this be carried forward for next time. To be discussed at Leadership and Management portfolio meeting and come to the Board with a draft proposal for next time. APG - update from yesterday on appeal for SIF bid to refurbish roofs etc which was unsuccessful and will be submitted again.

KQ

VM

14.07.07 Chairs Remarks: Strategic Intentions – A sub-group has been convened to look at this for next year to come back to Board with draft proposals. ND is leading this, in conjunction with RD and LOC. Mutually convenient meeting time proving a problem to schedule at present. Work in progress.

**ND/RD/
LOC**

Portfolio Reports Format – Proposal has been made to move to more periodic reporting for each area and have an opportunity to have a more in-depth discussion for that portfolio. MM asked for views. VM felt status quo not working but didn't feel strongly about an alternative. PH felt the current method is not strategic and specifics need to be targeted. AL stated the current format is over demanding on Leadership and beyond our capacity to deliver. We don't need to do a comprehensive investigation all the time as we are a good school. AL said the portfolios were originally based on the set of criteria that Ofsted were looking at. Need to know what we think a Good school is, and focus on those for say a year at a time. Some areas such as Finance have to be looked at every meeting but AL suggested a report on the effect of cuts to the budget for example. For Safeguarding – perhaps specialise rather than give everything. Need to work as partnership with Leadership. VM disagreed with "cherry picking" what is looked at stating the Board have obligations to be critical. APG didn't remember saying everything has to be covered every time and agreed with VM, seeing a meaningful connection between Board and Leadership. The range of reports now is very impressive and Sixth Form is now a separate Ofsted item. Developments have been made and things are

moving forward. LL supported the portfolios, but stressed caution to not just “rubber stamp” at meetings saying it is important to look at everything that is the governing body’s responsibility. Need to ensure everyone is focussed on what they should be doing and perhaps report less often to give more depth and understanding. SMD agreed with LL, acknowledging what AL was saying but voicing concern things will be missed. Still have a duty as a Board to ensure we are looking at everything. LL stated everyone needs to read all the notes before the meeting and look at how it is executed as well as the process. RD felt the assumption is that everyone has read the report before the meeting and would go to the Portfolio Holder with any queries. SMD stated the expertise on the Board now is in the correct places. KQ said from a Leadership perspective they have enjoyed the portfolio system and being able to talk to Directors but more recently since we stopped reporting against the Strategic Intentions it has lost the consistency. It was our direction we set for ourselves and impact could be measured against objectives. MM summed up the consensus that the system is not quite perfect at present and the new Strategic Intentions, when delivered, may give more guidance. All agreed that reporting on everything every time is not helpful. Individuals have a responsibility to ensure depth is covered as well as breadth. JN stated that HR and Finance have statutory functions and we may need a hybrid system of some committees and some portfolios. MM proposed we can either tweak what we have and sometimes give more time to some reports than others, or go away and look at a new approach. SMD suggested a sub group to look at this – in future members of staff could be invited to come and present the items that are important, not just Leadership. PH, AL, SMD and MM to meet and come back to Board early in the next school year.

PH/AL/
SMD/
MM

14.07.08 Portfolio Reports: Personal Development, Behaviour and Welfare: Attendance key headlines discussed. As an Educational Psychologist LOC was interested to see boys attendance is lower than girls. Rewards Day discussed and it is recognised that some students prefer to stay in school and do activities there. Uniform – the issue of short skirts has been raised with Kelly Ray and a letter is going out to remind parents that uniform will be strictly enforced come September. AS reported that ML are working hard to raise the reading and writing for boys, and there are lots of outdoor trips and forest school activities. KS4 provision now in place for students with anxiety and stress issues to support them and help them come into school. ML rolled out age appropriate sex education which parents had reacted positively to. MM thanked LOC for a comprehensive report.

Effectiveness of Leadership and Management: VM raised awareness that with the new CEO role there is a need to keep openness and diligence with the new triangular communication channel. KQ and Jason Beardmore are to be appointed as Directors at the first meeting of the new year. Jon Lunn is leaving and will not be replaced but there is a need to produce data and have responsibility for digital services such as Target Tracker. A team has been created and will go across the Trust and other primary schools that we support. AL asked if there is a teacher involved and APG confirmed not. External advertisement ran and the successful candidate was an internal person. The post has been removed at top level and the responsibilities shared around.

GW/MM

Quality of Teaching, Learning and Assessment: PH expressed the need to get a date in the diary early each time, and that this report has been put together by Rebecca Mullins. No questions.

Outcomes for Children and Other Learners: Thanks to Scott Deeming for his hard work to produce the data for this report. Highlights – ML results are excellent. KQ gave thanks to early years staff who are getting amazing results with the youngest children. This time looked at shared things between schools and the great practice through strong links with SWTA which needs to continue. MM wished to record thanks for everything Jon Lunn has done over the years.

Human Resources: LL key points – full update of starters and leavers given and APG gave an update on some that hadn’t been confirmed at the time of the report. Specialist Maths and English supply in place for first term and we are hoping for appointments in that term. There is a definite shortfall of English and Maths teachers in training. LL reiterated JN comments about budget and reassured the Board that every time staff leave the HR portfolio do look at every single option and this is done very thoroughly and for the right reasons such as restructuring. Strike action did not affect the school which was open as normal. Review of teachers’ workload has been commissioned and is underway, set in motion by the school itself. Regrading policy for support staff has been looked at and a shortened version is being worked on by JN, ready for the next HR portfolio meeting. *LL left the meeting at 7.22 pm.*

JN

- Physical Resources:** APG queried the figures in the maintenance part of the report as one of the people mentioned actually left a considerable time ago. The astrotruf is up and running. Approximately 80 Chinese students visiting the school this week and some Thai students will be visiting ML in April. AL wished to thank the staff for their help with this. MM noted comments around the maintenance budget and asked JN is this being managed as we go forward? APG confirmed we still have maintenance budget, it is only improvements that have been cut. JN confirmed things will be kept under review. JN has met with Jason Beardmore this week and things will continue to be looked at strategically to make the most impact in a declining budget.
- Safeguarding:** No feedback received from any Directors on report layout from last meeting. SMD will be stepping down as safeguarding director due to change in her staff role. APG informed the Board that SMD was appointed this week as Student Safeguarding Officer, and congratulations were offered on this. SMD is more than willing to assist anyone who is interested in taking the Safeguarding portfolio (which is very different to the others) - please make it known. Sixth Form has been added to the report as requested and SMD has spoken to Mel Deeks, Deputy Director of Sixth Form. Questions invited. It was noted that fixed term exclusions were high on ER site but there have had a number of high level incidents involving a number of students at the same time. AF asked how long were FTE and was told it depends on the seriousness of situation. **All**
- 14.07.09 Finance: Budget –** This is the key item for Board approval which JN has done a huge amount of work on. It is balanced and JN has gone through it with our accountants. A letter from the accountants has been shared with the Finance Committee and is available for the Board to see if they wish – please let VM know. VM expressed comfort that the budget is robust, sound and meaningful for the Academy next year. Questions raised on curriculum and staff development. Looking at this year's predicted expenditure and next year's budget, this year's spend is significantly higher. JN took the Board through the figures, stating in some cases we have spent more as we have received additional funds throughout the year. It is always difficult when predicting next year as it is based on probable income and sometimes there is additional income which will be spent. Management Accounts show a good picture. Setting the budget has been a long process and the hardest year to balance in 15 years. Will be looking very carefully in September, October and November at what is spent. VM confirmed how difficult it is when dealing with such a tight budget arrangement to make the right judgements and felt it was a tremendous plus for the school to have achieved a balanced budget without redundancies. *Budget pack included in the report.* AF confirmed that we can take comfort in the work Francis Clarke have done and applauded the work done by JN and Helen Millward. There are a few things to take up at committee level in the new year. VM was pleased that some Board members have approached him with concerns which demonstrates the difficulty that Leadership has had in balanced budget in difficult financial environment. Encouraged everyone to come forward with concerns and he will try to clarify. VM proposed Board accept budget for next year. SMD seconded. All **AGREED.** **All/VM**
- 14.07.10 Safeguarding Report:** Distributed and discussed. MM asked if format is OK or needs more. Agreed all happy with the information currently provided.
- 14.07.11 Principal's Report:** Headlines - attendance great at both sites with ER currently second in the county. Student numbers – 178 new Year 7s have arrived and APG thinks the 2 remaining places will fill. 120 first choices into Sixth Form, pending exam results. Update on MAT developments - MM, APG and KQ met with several schools in June and things are moving in the right direction. Feedback is expected, pending Board meetings. We have also been invited to present to another secondary school and have indicated our willingness to do this. Further details are awaited. Directors were invited to attend KS2 performance of Bugsy at ML on Monday, and the Summer fete on the last day of term from 1 pm. The school concert at ER on 20 July at 7pm was noted. Let GW know if you wish to attend. **All**
- 14.07.12 Directors' Meeting Dates for 2016-2017:** New staff Wednesday 31 August at 7 pm in the Foyer and partners are invited. MM encouraged everyone to attend as it is the first time some people might have opportunity to meet the new Principal. MM also suggested an informal evening be organised. **All**
- 14.07.13 Feedback from Training Courses Attended:** None. Meeting closed at 7.50 pm. **MM**