

MINUTES
of the Full Board meeting of Directors of Teignmouth Learning Trust
Thursday 14 December 2017 at 6.00 pm in the Library, Exeter Road.

Present: Jason Beardmore (Principal, ER) Sarah Minty-Dyke Scott Deeming (Co Sec)
 Andrew Flanagan Katy Quinn (Principal, ML) Jon Newman (Leadership)
 Tony Gray (CEO) Sarah Schooling
 Pat Henchie Mike Stean
 Pip Kerr Gaby Willis (Clerk)
 Vic Millard (Vice-Chair)

Apologies: Mark Moore (Chair) Annabelle Thomas

Absences: None

Action

- Meeting opened at 6 pm with VM Chairing in MM's absence.
- 14.12.01 Apologies for Absence:** MM and AT – accepted.
- 14.12.02 Declaration of Interests:** None
- 14.12.03 Minutes of Previous Full Board Meeting (5.10.17):** VM - item 7 GW to coordinate date for moving forward on TCS Strategic Intentions. Most directors have replied and date confirmed as 20 January 10 am-Noon in the ER library. Carry forward APG item 12 - working party for operational and governance structures. APG reminded Directors he had requested they review whether they wished to be considered for becoming a board trustee or as a local governor. VM, MM and AF are only directors to have responded so far. Carry forward to next meeting and all to respond asap to APG. Minutes accepted as true record of the meeting. **All**
- 14.12.04 Matters Arising:** Covered above under 14.12.03. **All**
- 14.12.05 Chair's Remarks:** VM - 2017 has been a very challenging year in terms of finances and the bedding in of new senior organisational structure. New structure has brought learning requirements from all concerned and now more optimistic that communications can improve. Positive as to 3 new schools joining our MAT in the new year. Emphasise that communication improvements worked on in the last year will need even greater focus - as expansion unfolds. Both ER and ML have made very good progress. CEO and Principal's reviews have been carried out by the performance review committee and challenging targets set. Optimistic we are in shape to meet the demands of next year.
- 14.12.06 SEN Update:** Update paper from MM distributed electronically in advance. VM – new pastoral structure at ER? – JB pastoral structure has been bumped up with phase leader for each key stage, a head of learning (previously lead tutor) with emphasis on progress tracking. PC bulk of day to day legwork and things that keep system moving in terms of students, parents and agencies. KQ - nothing to add on ML section of report. No further questions.
- 14.12.07 Papers for Urgent Matters Arising Only** (electronically distributed in advance): **HR Minutes** - JN – redundancy policy recommending change to be in line with Devon to go from 2x to 1.5x statutory entitlement. Looked at response from Unions at HR portfolio and decision made to continue in line with Devon as felt it was the right thing to do. Need to decide date from when this will action. JN to inform Unions as a courtesy. Board decision needed on recommendation of HR Portfolio to change policy and set a date for this to take effect. Have had no representations from staff. VM – proposal is to change redundancy policy from 1 March 2018 to be in line with Devon's redundancy policy for support staff making entitlement 1.5x statutory pay. MS proposed, VM seconded, all in favour. SMD abstained. **AGREED.** **JN**

<p>Performance on a Page – JB – at ER format still to complete, MM and Joab Forte working on this. KQ - fitting all data on to one page is proving difficult. MM to meet with KQ and SD in new year. Work in progress. VM – aware that MM was keen for directors to have sight of the format tonight for comments. Need to streamline summary reporting whilst ensuring that the information remains as thorough as possible. JB - happy to send out what we have currently. SD – at ML this is Autumn 1 data, another round ready for Review Day tomorrow. SD talked through the ML data presented. Looking to include some attainment data showing assessment progress. VM – for Feb board confident will have progressed this formatting? KQ - will be presenting Xmas data as Board is 1 February and don't get data until mid-Feb. KQ to send data to Directors in first or second week of January. APG - as we expand, this is the sort summary reporting that all schools in MAT will need to be presenting. Essential that we get the format right. Any work done now on standardising is worthwhile. JB - suggest holding performance meetings with MM for ER and ML together. KQ - view would be children who are on target in line with age related expectation, how many aren't achieving and how many are achieving above expectation. APG - need to present this data in lay terms. VM asked for next Board meeting to have some alternatives or options worked up for board to look at – with consideration for clarity, ease of understanding and where possible, conformity across both schools. KQ and JB to meet and look at this and bring to the next board. APG - main headlines need to emerge and be clear for the Board. Want to know where the issues are. JB – feasible but can't picture what it looks like. Agreed currently it is a lot of data. PK – any concerns in terms of the performance numbers? SD -at ML no, key priority SEN boys and Year 2 - number of students on curriculum doing well but not operating as well in tests/papers. Year 6 looking OK at the moment. Showing shift in right way but Year 2 have not so they are a priority. Assessments to be carried out and plan in place for after Christmas. JB – verbal summary for ER. Similar issue with boys, issues in last year 11 was maths and history. Maths to some extent issue previous year so need very clear narrative about this on next inspection as this will be a focus. Action plan in place for improvement in Maths specifically based on department improvement plan. Also for first time red flag groups through all years so can identify students who meet certain criteria indicating they are likely to be under performing at some point in their journey. Interventions can be planned even earlier. Data more focussed on this now. Last results post 16 stabilised and some gaps closed and larger number of subjects now performing at or above expected level in terms of ALPS reports. Some persistent issues at GCSE. Now have full matrix report snapshot of all year groups. Just gone through English and Maths with completely new criteria. Working on accuracy of predictions and greater emphasis on current working level. No further questions.</p>	<p>MM MM/KQ/ SD JB KQ KQ/JB</p>
<p>14.12.08 Principal's Report Mill Lane: Report distributed electronically in advance. KQ – item not in report: had first parent forum feedback session. in new outdoor learning. About 50 parents attended. Successful. More events planned in new year.</p>	
<p>14.12.09 Principal's Report Exeter Road: JB - slimmed down report, in power point. Highlighted importance of marketing and of home communication. Working on developing website. JB and KQ share desire to improve the website and communication. Copy of Parent Forum Minutes included in report. Parents very forthcoming about concerns and areas of praise and have given us a lot to work with. PK – social media? JB and KQ have had brief conversations. Want to provide information digestible to the parents in a format they are likely to use. PK – you do so much and people don't know about it. TLA report from RHM included in papers. Peer led internal review has just been completed (internal challenge partners process). Encourages going into each other's classrooms and being more open. Initial report is available on this. VM - hub approach to staff training? JB - effectively getting staff to move away from approach of delivering at front and move towards working with peers (hubs) rather than top down model. JB - determined to get personalised provision on site for higher level students at risk of exclusion. This will control cost of external</p>	

	provision and will enable us to work with these students and bring them on board more readily. Agreed to use RAG for attendance figures chart in future. It was noted that the attendance figures currently are excellent, particularly Year 7 at almost 97%. Joab Forte to distribute document in spring term regarding target setting protocols. Targets based on how much we add to DfE estimates. APG - separate clause about performance managements in there? JB - yes clause in the appraisal document about success of numerical target being based on the validated calculations compared to national. Planning to hold additional parents evenings in response to parent feedback wanting contact with subject teachers. Running internal training programme. Ongoing session developing stronger middle leaders. JB - recognition to be given to Pat Saturley and all the teachers who organised the Christmas concert last night, noted the high level of talent in our students. JB also presented slide on new staffing structure. JB to send copies to board electronically.	JB
14.12.10	CEO report: Report submitted electronically in advance. APG -Written confirmation just received that academy orders will be issued this week (from DfE) for joining schools. Expanded MAT will happen, potentially on 1 May rather than 1 April. Funds for each school will be released to the Trust as soon as the orders are issued. Chairs of schools have met to discuss governance arrangements and are approaching their governing bodies to invite interest to serve on MAT board. Repeat request to let APG know if interested in serving on Trust board. Operational structure and costings being looked at in terms of running expanded MAT. Another meeting to be held. Draft Strategic Intentions for MAT discussed, following meeting with governors of all schools. Discussion about letter from Peter Lauener of ESFA which APG issued electronically to Directors on 27 November. APG urged everyone to read this and be reminded of their responsibilities for standards, compliance, safeguarding and finance. GW to resend letter from APG. AF – from comments in report regarding operational readiness, any thoughts on system of financial control etc? Need to be thought through before schools come together. APG – this has been discussed at Trust’s Finance Committee. Action plan will emerge and will be rolled out when we expand. AF – would we have sight of this in the Finance Committee? APG - Yes, extension of last FC meeting. VM – agree that we need to have specific agenda discussion at next FC of operational detail on how joining schools will relate to our overall financial management. GW add to FC agenda. JB and KQ produced plans of actions which will be useful to roll out to the other schools. AF - lot of important things that need to happen between now and when MAT becomes reality. VM, AF and APG to agree areas for discussion before next Finance Committee meeting.	JB All All GW GW VM/AF /APG
4.12.11	Portfolio Reports: PDWB – Report submitted electronically in advance. MS – amazing transformation in pastoral care, staff are very hard working and passionate about what they do. RTL is a lovely resource which MS has visited quite a lot. Room light and airy, students working well and behaving well. Analysis has been carried out and it seems to be working extremely well. SMD - weekly reports of data for RTL and differentiation being made for SEN students. If students are repeatedly attending staff are analysing what can be done to support that student and find strategies to minimise this. Leadership & Management (Sixth Form) Report submitted electronically in advance. – VM – advised that MM met with GME on 6 th form recruitment. Laura Milsom now working with Sixth Form. Working with Dawlish Community College who are allowing us to give assemblies to their Year 11. Work going on with heads of faculties to encourage teachers to recognise significance of sixth form recruitment. VM - is this at the core of making sixth form numbers viable in the future? JB - numbers have reduced in same way as other schools over period of time. Becomes more of a challenge when financially difficult. Sixth Forms are closing down in many schools and many others are struggling to keep them. GME has produced a sixth form recruitment action plan which can be distributed to Directors. APG – confirm this trend and has always been on list of priorities for the improvement plan. Stats show that students achieve better in school sixth forms than FE colleges. VM – is there any external	JB

marketing that could be considered? APG didn't feel this would have a significant effect. What sells it is the quality of the teaching and what you can provide. JB agreed. APG would be a disaster to lose our post 16 education. AF – express view that marketing is effective, particularly in role of communicating with parents. Right in believing that students make up their minds halfway through their time at school. Parents look for data. Get performance information out in to the public domain. VM – if investing financially to promote growth is a worthwhile route then we must consider it. SMD - need to direct recruitment focus more toward the students. Consider social media. JB - think needs to be someone here who is shaping the message. MS - role for Sixth Formers to be more prominent? JB - this is something we are working on. SMD - involved in PE, music, library. JB - some 6th formers want to be separate and more adult, others want to be involved with school life. VM – need for further consideration and robust plan.

All

Leadership and Management (ER and ML) Report by VM issued electronically in advance. VM – for this cycle of reporting have separate ER and ML items :

VM - At ML extremely impressed with the testing being done with iPads by teachers and children in the classroom setting. VM - spent time in the classrooms with KQ and teachers seeing the young students in action, positive and motivated by using modern technology. KQ gave details of work done so far to introduce this into ML. Much research carried out and now looking at how this can be rolled out. VM – on financial front, the initial approach has been to lease the iPads. KQ - leasing 30 units and had Apple network installed at ML. Rationale was that have previously had significant number of difficulties with existing ICT network at ML. If ipads suffer user damage the lease covers next day replacement. Confirmed current cost is £900 per quarter. APG – on line security? KQ - Parents can't log on at present but can look at this. Would have to look at how we use permissions. APG – do staff champions have an allocated ipad or do they use their own? SD - have one supplied. Agreed between them to share. KQ - this is a pilot at present. Considering expansion in new year. Future cost savings with use of low cost or free apps. VM – an excellent educational tool and will prove vital as part of the future learning mix. Will, at some point soon, need a full business plan as to its impact and its long term financial implications.

ER, report covered much similar ground to principal's report. VM invited questions. None.

Finance : Finance minutes submitted electronically in advance. VM – year- end audit process identified some issues around expenditure for last financial year. At month 9 reporting identified overspends that, from experience of previous years, were considered would be corrected in the last quarter. Year- end audit indicated this did not correct, resulting in unpredicted £140k overspend. Largest contributor to the overspend is offsite provision at both ML and ER. Outcome is that reserve for current year has reduced to £9k. Since this was identified the senior leadership team and members of the FC have held a detailed operational meeting to identify improved processes for ensuring tighter management and to plan resultant savings in this year's budget. VM – not least of these is a plan to significantly reduce expenditure on off – site provision.

VM – Confident to advise board that CEO and principals, supported by FC, are committed to making the agreed savings in the current year and that this will result in a significant return to reserves. Work still needs to be done, under JN guidance, as to ensuring fully robust processes are in place to turn this planning into certainty of day to day control.

JN

14.12.12 Approval of Annual Report and Accounts: Report/accounts issued electronically in advance. VM - refer to audit completion report by Francis Clark. AF - would like to draw Directors attention to page 20 which summarises the full year overspend as indicated by VM in the previous finance item. Also, page 21 – regarding the work of

- the internal auditor. VM – from this finding, VM and JN will be meeting with internal auditor in new year to review his responsibilities and reporting processes – particularly around monitoring of management accounts veracity, and assurance that all areas are covered. AF - at a minimum internal audit should tackle internal controls and this is what Rob Willcocks needs to be directed towards. VM - would propose that we accept Francis Clark's annual report, financial statements and audit compliance report and that the board authorise VM (in MM absence) to sign the relevant documents on behalf of the board. MS seconded. All in favour. **AGREED.** **JN/VM**
- 14.12.13 Safeguarding:** SS gave verbal report. No data for this meeting because it is termly. SS - met with KR and Nicola Radford at ER, and SD and Geoff Warne at ML. Checked single central record at both sites. Slight inconsistency with the way training is reported between the 2 sites in that staff training is added to record at ML but not at ER. SS to do some work with KR to bring it together to one place. Asked at last meeting for everyone to sign form to confirm they have read Keeping children Safe in Education. All to return to GW asap please. New technology at ER which takes photo and prints tag and links to attendance. Keen to look at this for both sites. KR and GWW completing safeguarding audits. Firstly, asks if all Directors have had safeguarding training. Answer is mainly no for non-staff Directors. Would like to look at this in the future. SS, MS and PH attended level 2 safeguarding training at school. SMD offered to run a session just for Directors. Agreed to add on one hour to the meeting on Saturday 20 January. GW to confirm this. MS and MM have attended Safer Recruitment Training. SS proposed acceptance of Terms and Conditions VM proposed, seconded by PH, all **AGREED.** **SS**
All
- 14.12.14 Approval of Policies: Safeguarding and Child Protection** - Standard Babcock model policy reviewed by SS. SS - Changed the layout as model policy will be revised next year because keeping children safe in education will then be reviewed. Will be much easier to revise ours if in same layout as Babcock. Amendments highlighted in yellow. Definition of staff has been amended, as under policy this would include all directors. Has been amended to exclude Directors unless explicitly included. Seeking views on model policy, including obligation for us to report to local authority about how we have met our duties on safeguarding, and how we will address arising issues. SMD – we do an audit to LA anyway which has a section on governance. SS - will check and if this satisfies it then remove that amendment. SS proposed subject to that accept, PH seconded, all in favour. **AGREED.** **GW**
SS
- 14.12.15 Directors' Training and Feedback:** MS and MM attended Safer Recruitment in November. SS, MS and PH attended the in-house Level 2 Safeguarding training. GW to add to training log. **GW**
- 14.12.16** Finance documents signed. Full Board Meeting closed at 8.10 pm and non-staff Directors moved to Part II Board Meeting at 8.20pm.