

MINUTES
of the meeting of Directors of Teignmouth Learning Trust
Thursday 8 December 2016 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) Rebecca Mullins (Leadership)
 Andrew Flanagan Sarah Minty-Dyke Jon Newman (Leadership)
 Tony Gray (CEO) Katy Quinn (Principal, ML) Kelly Ray (Leadership)
 Pat Henchie Sarah Schooling Rob Willmott (Leadership)
 Liz Lyden Gaby Willis (Clerk)
 Alan Lumb Scott Deeming (Co Sec)

Apologies: Lorraine O Callaghan Sarah Schooling arriving late

Absences:

Action

Meeting opened at 6.04 pm.

- 08.12.01 Apologies for Absence:** It was noted that Sarah Schooling would be arriving late.
- 08.12.02 Declaration of Interests:** None.
- 08.12.03 Reappointment of a Director, Resignation of a Director and Election of New Directors:** AF confirmed he is happy to continue for a new term. LL proposed, ND seconded. All **AGREED** and AF duly reappointed for another 4 years. Resignation – LOC tendered her resignation due to having a baby. MM proposed, PH seconded, all **AGREED**. MM to send letter of thanks and GW to organise flowers. 3 bios distributed in advance of meeting for 3 potential new Directors and MM thanked PH, AL and KQ for putting them forward. MM and APG have spoken to all 3 and they are highly recommended to the Board. Mike Stean – PH proposed, MM second, all agreed. Pippa Green - KQ proposed and it was noted that Pippa is also leading the newly formed parent friends of the school at Mill Lane. SMD seconded. All **AGREED**. Alison Eden - AL proposed, bring skills to Directors and useful as on town council. APG confirmed that Alison had expressed concern over potential conflict of interest which has been discussed and will not be a problem. MM seconded. All **AGREED**. GW to issue paperwork and invite to next Board meeting on 2 Feb. **MM/GW**
- 08.12.04 Minutes of Previous Directors' Meeting:** MM asked if there were any inaccuracies or amendments. VM raised issue with point 06.10.09 – at the time the budget was balanced not “approaching balanced budget” so needs correction to clarify this. Duly noted. Minutes thereafter accepted as true record. All **AGREED**. **GW**
- 08.12.05 Matters Arising:** JB had an item from ND re issues for staff and students. To be covered under ER Principal’s report. **GW**
- 08.12.06 Chairs Remarks:** Last meeting was a transition and this meeting also feels that way. New approach with not all portfolios reporting. Relying on governance to take place in the background and report to GW on meeting dates and attendees. KQ has come through with ideas for ML and JB is in process of doing this for ER. To be circulated in new future. MM welcomed SD as new Company Secretary. **All KQ/JB**
- 08.12.07 Papers for Urgent Matters Arising** – MM reminded Board that we would continue to circulate a number of papers for governance. It was not proposed they are discussed unless anyone has issues that have arisen. Nothing forthcoming. AL commented that it is good to have staff movement figures and LL confirmed this would continue.
- 08.12.08 Safeguarding Report** – Report circulated and KR verbally updated on day-to-day. Mental health continues to be a concern. Noted all local schools at present experiencing issues with use of drugs outside school impacting on health in general. This is being built into our improvement plan with a strong zero tolerance approach. Work has been done recently with outside parties on working with challenging children to keep them in the classroom. In transition stage at present with SMD in new role and systems being amended. KR will share an action plan with Directors at the next meeting. Working on peer support programme. Lots of work going on around mental health and we are sharing practice with Dawlish Community College on this. MM thanked KR for her update. **KR**

08.12.09 Finance Committee – Approval of Annual Report and Accounts: VM attended 2 meetings with JN and the Finance Committee with the partner responsible for our account at Francis Clark, Sharon Austin, who has been involved in the school's accounts. *(6.19 pm SS joined the meeting.)* VM wished to highlight that Francis Clark were very complimentary about the work done by JN and HM. Internal report findings on the audit report showed the number of findings questioned is down from 7 items last year to 3 this year, all of which are easily solved. One is post-16 bursary and difficulties getting students to claim this. JN has a plan to ensure students use this money. Second was a tendering issue which was managed very well by the finance team and not a big problem. Third was credit card statements not reviewed which is very minor. VM proposed that accounts are accepted by the Board and asked JN to add anything. Confirmed we started year around £200k in reserve and committed to spend money on the astroturf which has come in around £90k. The astro is bringing in income and the reserve at end of year is slightly better than anticipated given this investment. VM very clearly outlined that the income from astro will return to reserves at the rate of at least £20k per year and we are on line for this for year 1. VM invited questions. AL wished to clarify that the money we contributed to the astro was not borrowed and VM stated that the DfE would not allow us to borrow so our share was from reserves. GME wished to note that the bursary has very strict rules about how it can be used and JN and GME have been very careful to adhere to this. Unfortunately students are not keen to fill in the forms and some parents do not want to give details of their income. MM asked what the threats to the budget are for next year. VM felt pupil numbers and trajectory the government is on would be key issues. Working on a 3 year plan as minutes of Finance Committee show. APG stated the risk for the Trust is continued levels of finance, and that TES continues to operate with a surplus. Projected pupil numbers are very strong and the Board will need to decide whether extra forms of entry are taken. Overall level of funding is a challenge. MM thanked JN and VM and the finance team stating the report from auditors was excellent and the work done is high quality. VM proposed that the accounts are accepted. MM seconded. All **AGREED**.

At this point VM wished to raise a significant concern regarding communications. Much of the content of the Principal's Report for ER relates to the work of the 2 portfolios which VM leads on and contained, on receipt, a large amount that was not discussed at these meetings. Our system is for report, scrutiny, and challenge and VM had concerns that communications channels are somehow being missed. JB felt at this time the Board needed to have a comprehensive and unedited report to clarify things for all members of the Board. Views were shared around the table and MM agreed an action to discuss further with those concerned before the next board meeting, with the intention of ensuring that committees retain their role of working through issues in detail before they come to the full board. In terms of the Principal's report content this will be approached later. MM proposed the meeting move on with concerns heard and minuted and to be addressed outside of the Board meeting.

MM

08.12.10 Principal's Report, ML: KQ invited all Directors to attend the Christmas events being held - details contained within the report. KQ invited questions on her report. MM – boy girl gap? KQ and SD went to RAISEonline sessions this week. SEN boys group – will be looking at SEN from January in terms of supporting these children and how we can do it better. Keeping children in class with peers, learning at the level they need and ensuring curriculum is engaging for them. Looking again at peer massage, particularly Year 1 and 2 boys. This year has a 2 form entry in Reception. Numbers are tipping 360 and feel will be over 400 by end of academic year. Grew by 36 children in September with growth fund – JN stated this triggers extra funding from Local Authority. A representative from County will be visiting again to measure for further potential expansion.

08.12.11 Principal's Report, ER: JB went through the report which is split into common inspection categories. Identified some emerging priorities with SIP sheet. Some things to do with evaluation processes, strengths and weaknesses. Met at ML recently and discussed the need to focus on increasing relative importance of strategic priorities and evaluating where we are against set descriptors as a school. Invited RHM to add anything on the appraisal process. Process is complete and report given in terms of pay progression. Looking at maximising and clarifying the objective setting process to ensure as rigorous as possible. JB confirmed this has gone well. RHM said the main thing picked up on was firming up through devolved model of leadership (objective 3) so it is clearly anchored into school priorities to be measureable, holding staff to account and locking into their development. Continually revisiting with individual staff. Conversations continue to take place with direct reference to quality

of teaching. Brought to Directors attention so they are aware that we need to prioritise relative areas of curriculum. MM - issue to highlight to Directors is that the TLR review referenced in the report may result in changes to staff pay which may result in increases in the appeals process. JB wished to note that the review does not imply criticism, it is a normal and important review process which has to be undertaken periodically. VM voiced concern relating to the data used to suggest that staff costs are currently high. Accept there is some work to do around enhancements etc but concern is trajectory of thinking. JB - opinion is we need to ask the question and be sure having the right discussions at the right time. Wish to make sure everyone aware this is an important issue. ND would like more information, and be able to compare with other schools. JB if have 3 year projection giving confidence. LL - whole conversation is things in JB report that Board needs to know. Some up for big debate. JB to bring opinions forward with portfolio holders involved for more detailed discussion. Important for role as a governor to know some of this, MM - see this as an action plan to help move us forward from a 'good' position towards 'outstanding', building on previous success. APG - nice to know Devon County Council have written to praise the school at KS4.

JB

JB - Attendance continues to be very positive. Areas for development under outcomes for pupils discussed. MM asked for any questions at this point. LL - realise how many hours are spent on safeguarding and this should be acknowledged. MM - PDWB, please expand on info in terms of drugs information. Tables from last academic year. KR - Worked very hard over last few years to drive down our PEX figures. Clear significant difference in days lost for fixed term exclusion. KR has attended community safeguarding meeting and all local schools reporting the same thing. KR meeting with local police commissioner. JB shared some data from 2015/16 on most significant – MASH referrals, 3rd one is drugs and alcohol. SMD to forward this to Directors. KR - all staff that make a referral, data is analysed in terms of category of referral. Internal data we look at to improve our practice. Link between drugs and mental health issues – cannabis has real impact on people's mental health. MM offered support in terms of meeting with the police commission. MM and KR to speak after the meeting.

JB

SMD

MM/KR

JB invited GME to comment on Sixth Form. Small concern at present for numbers. GME – have had more assemblies and are talking to students one to one about what we can offer. Lots of publicity from Exeter College. Review day for Year 11s will now be upstairs in the Sixth Form centre to enable staff to speak to parents. Visited Dawlish Community College and are awaiting addresses to send letters to parents there. Students respond better in small groups. Work with students individually and share information with parents to show what we can offer. ND suggested asking students who went and then came back to speak to Year 11s. GME - trying to get students going into tutor groups rather than large assemblies.

Uniform – paper distributed prior to the meeting with options for potential new uniform at ER to be considered by the Board. This was recently discussed at the L&M meeting and has been visited in the past with students' trialling blazers about a year ago. KQ has been involved in the discussions, which are mindful of the impact on ML, and it was noted that KQ had not intended to change the ML uniform which has taken some time to get in place and now looks very smart. 3 options – blazer over existing uniform starting with Year 7 2017 intake; blazer with white shirt and school tie; or uniform to stay as it is. Existing students would have the option to wear the new uniform but it would not be compulsory. Discussed feedback from student and staff polls which showed support for change from a good percentage of the students polled, although it was the older students that wanted a blazer whereas Year 7 and 8 did not, and that staff who had responded were against a white shirt, tie and blazer. Concern voiced over the safety aspect of young primary students wearing ties, and white shirts which would get dirty easily. Noted that white shirts would give a big saving to parents as they could be purchased anywhere. Agreed more research is needed before making a decision. Review Day at both sites to be used to poll as many parents and students as possible. PH put forward the suggestion of older years (Year 10 and 11) wearing suits in preparation for the world of work which led to a discussion on the possibility of a staged change in uniform, going up through the years or key stages as students mature. RHM - from exterior views of the school on an ER road basis, this was mentioned in both Ofsted and Challenge Partners review. RW said that students say when they go out to represent the school they don't feel the same as those wearing blazers. LL said she heard from students she knew that they didn't want a whole new

	uniform, just a blazer to feel smarter. MM summarised that there was general support for change if the Principals felt it was required, and a recognition that the solution would not be the same at all stages, but that there was a desire for some corpocracy of approach between the two sites. JB and KQ to discuss further and come back to the Board with a suggestion for an all-through route to be considered.	JB/ KQ
	Continuing with staff voice, “forum” proving positive in terms of attendance and feedback prior to the next board. VM explored issues relating to provision made for disadvantaged students, and JB suggested a separate meeting with VM outside of normal portfolio cycle.	JB/VM
	AL asked who is responsible for one-schoolness, to lead and develop this further. VM feels this is clearly the CEO. APG confirmed that his role was about deploying resources to ensure both phases in our one school benefit. As a trust would be responsibility to ensure all members, not just TCS, were receiving benefit of resources. JB wished to minute that current roles could only stretch so far, and would need review if we expand. For example, JN does an excellent job in terms of the finance process and have shared this view with JN. If we look to moving to a school business manager it is for the reason of planning and deploying resources effectively. Expansion would enable us to plan for this more effectively.	
08.12.12	CEO Report: APG – update on MAT expansion which is still moving forward. Meeting with RSC on 10 January. Very positive meeting took place with a primary this week. Decision still awaited from Board meetings of other primaries. APG to report back to Directors asap on this. Growth fund grants have been restored. Minimum number is now 1200 pupils which we already meet. SD was thanked for taking over as Company Secretary. Scheme of Delegation discussed - previously emailed having been worked on by APG, MM and VM. It was noted that the Local Governing Body column was removed for simplicity and would have to be redone if others join our MAT. This is a legal requirement which must be available to Ofsted. APG requested suggestions from our solicitors and has addressed as far as possible where responsibility lies. APG invited all Directors to contact him, MM and VM for explanation if needed. MM noted this is an important document and a lot of time has been spent on it. Propose that this is the way we operate for now but any thoughts should come to APG to collate and bring forward next time. ND asked if the criteria was developed from national model or Browne Jacobson. APG was unsure but felt all functions of a trust seem to be there. LL suggested this be like our policies and have an annual review. APG agreed.	APG
08.12.13	Portfolio Report – L&M – VM – only Curriculum requires discussion. GME has a summary document available – Directors to email her and she will send it. GME - Still looking at pathways approach and appropriate curriculum for each student. New model for Year 9 and next year things are changing rapidly. Need to be aware that new GCSE, A level and BTEC are very different to what we have at the moment. Quite difficult to predict at present what outcomes will be for Year 11. Computing has been taken out of core with a return to 4 options. In Y7 and 8 taken one lesson from PE and Computing to balance languages so there are now enough options to study 2 languages. Sixth Form is offering a full range of courses and what runs will be dependent on numbers. SMD as a parent director, was pleased Pathways will be kept instead of pushing Ebacc. Concern voiced about losing some PE in Year 7 and 8. GME – today seen value added and academic and vocational results and we are amongst the top performers in the SWTSA.	All APG All/GME
	KQ still awaiting ML Ofsted. LL sent out a governor skills audit from NGA and proposed each person completes this to identify skills and experience, and where the gaps are. It was suggested some time be given just before the start of the next Board meeting for groups of 2 or 3 to discuss and complete. LL suggested this be used as a document to help with recruitment of Directors in future. LL to create a form and email it out. AF to complete and return a form before the next meeting as he will not be present. LL also discussed the induction pack and that new directors may be buddied up with existing directors. VM felt, and it was agreed, that the rest of the report did not require further discussion.	All LL AF
08.12.14	Policies: MM - previously circulated list of policies aligned to individual portfolios. Manda Stone, School Manager, to own the process of flagging the review process with Leadership taking a strong lead in flagging changes. Discussed whether all policies should still come to board or as individual directors take appropriate risk to bring items back. JB – in the staff forum it was raised by staff they would like more clarity as to what policies are and when they are being reviewed. Staff were reminded they are all	MS

on the website, but would like more understanding of the renewal process. MS to be asked to publish a review cycle and distribute to all staff when completed. MM asked for table view. PH felt statutory ones should come to the Board. ND not a bad principle to make people aware of what has been amended. MM proposed, and it was agreed, that in addition to new policies, mandatory policies come to the board when reviewed. GW to advise of this and add to agenda.

MM/MS

GW

Policies for Approval: Malpractice and Maladministration – circulated some time ago. SMD – KR to add anything? No queries. MM happy to approve.

Whole School Safeguarding and Procedures: SS - the safeguarding one is the same, just updated to take into account name changes. MM - first para said it would be reviewed by 1 November this year. Noted and SMD to amend. VM having only viewed on line felt it was very generic. JB and SMD confirmed they are pretty standard policies.

SMD

Drugs policy: KR – entirely new policy. Important to move forward so everyone is very clear about our expectation and consequence. SMD confirmed the amount of work KR has put in to this with speaking to relevant agencies as there are very few model policies available. Taken from The Key and also police guidance on drugs in schools. Shown to the police and the person doing all the drugs talks. The other local schools don't have one and the policy is very personalised to us. ND felt it was very well written and suggested a reminder go to parents that we have this policy.

All policies approved for use and publication to website.

08.12.15 Challenge for Directors: AL – produced and issued a document requested from last meeting. Can we find ways to bring things into school to change people's lives? Particularly for those who are involved in anything other than education. Taking on board audit that LL suggested, probably equally true that there are skills in the board that SLT may not be aware of. ND suggested looking at this after the skills audit. KR felt this was great for vocational and business studies. Mentoring possibilities? LL felt this would help with visibility of governors. JB - think staff would welcome this. MM - as part of the skills audit process, set down contributions we think we could make to give to Leadership. LL also anything you feel would be good for governors to help out with. SMD agreed skills audit needs to be done first. AL could also be part of our network. SMD drew attention to the safeguarding point of view. Agreed to incorporate into the skills audit and Leadership to think about things that could be helpful. Update at next board meeting.

All

AL advised the Board that he plans to move away from the area so will be resigning at that time in the future.

Meeting closed 8.25 pm. MM wished all a merry Christmas.