

**MINUTES**  
**of the meeting of the Full Board of Teignmouth Learning Trust held on**  
**Thursday 4 October 2018 at 6 pm in the Library, TCS, Exeter Road.**

**Present:** Andrew Flanagan Gaby Willis (Clerk)  
 Tony Gray (CEO) Scott Deeming (Co Sec)  
 Mark Moore Gill Endacott (Vice-Principal)  
 Vic Millard (Vice-Chair) Luke Williams (Y5 teacher at ML attending  
 as prospective new Director/Governor)  
 Sarah Minty-Dyke Sarah Sabourin (Parent from ML attending  
 as prospective new Director/Governor)  
 Katy Quinn (Principal, ML) (SSa)  
 Mike Stean  
 Pat Henchie  
 Sarah Schooling (SSc)

**Apologies** Jon Newman (Acting Principal, ER) Pip Kerr

**Absent:** None

**Action**

<b>04.10.01</b>	<b>Apologies for Absence:</b> JN and PK. Accepted.	
<b>04.10.02</b>	<b>Declarations of Interest:</b> None declared.	
<b>04.10.03</b>	<b>Election of Chair and Vice Chair:</b> GW chaired this part of the meeting. One nomination for Chair, PK. Apologies sent for this evening. PH proposed, MM seconded, all in favour – <b>DULY APPOINTED</b> In PKs absence hand over to vice chair, VM. VM prepared to stand again as vice chair. MM proposed, and SMD seconded. All in favour – <b>DULY APPOINTED</b> . VM recorded thanks to MM for chairing over last 2 years. Recognition given to the huge amount of work done by MM, with last year being particularly challenging.	
<b>04.10.04</b>	<b>Appointment of new director:</b> SSa. VM proposed, SMD seconded. All in favour – <b>DULY APPOINTED</b> .	
<b>04.10.05</b>	<b>Minutes of previous meeting and Matters Arising:</b> VM asked for comments on accuracy and matters arising. 12.07.04 <a href="#">oversubscription criteria</a> . <a href="#">APG was to email amended wording</a> . <a href="#">Carried forward</a> . <a href="#">Just need to confirm with RW wording is accurate</a> . <a href="#">APG to check with RW and confirm back</a> . VM – this is important as wording is currently ambiguous. SMD commented on reshaping of portfolios following her meeting today with RHM. To be covered under agenda item later. 12.07.06 VM – fine, except query the email from SD was circulated regarding GDPR. <a href="#">KQ training with directors</a> . <a href="#">GW to organise date</a> . Discuss under point 16 later. 12.07.12 safeguarding – KQ to pick up the legal requirements re DSL reports. KQ - discussion around meaningfulness of Babcock reports. Anabelle Thomas went back to Babcock and it has been confirmed this is what we have to use and to present to directors. May want to look at that, but this is the one that they recommend. SMD – AT will feedback from safeguarding conference. 12.07.13. VM important to emphasise to everyone the expectation for all to have ongoing CPD. <a href="#">Via GW VM urged everyone to get involved in as much training as they feel necessary to demonstrate CPD as a board</a> . <b>MINUTES ACCEPTED</b> as agreed.	<p><b>APG</b></p> <p><b>GW/All</b></p> <p><b>All</b></p>
<b>04.10.06</b>	<b>Chairs Remarks:</b> VM - None at this point of the meeting, may comment later in the meeting.	
<b>04.10.07</b>	<b>Presentation of 2018 Performance Results:</b> In JNs absence, overview of last summer's results was presented by Sammy Atkinson, new Head of Outcomes. Presentation given showing results for KS4 and KS5, and current and future action plans. Noted we have bought into Provision Mapping. Noted vocational national results are not yet available. Message to take away is day in day out what happens in the classroom is what matters. VM – thank you. Questions? MM – thanks for comprehensive overview, and the energy you have brought to your new role. Check around higher ability. Further discussion to be had at portfolio level. <a href="#">SA to circulate team SEFs to Board, for scrutiny and future challenge</a> . <b>CPD:</b> SA much more streamlined	<b>GW</b>

	<p>document this year. Deadline this Friday to be handed in so can pull something together. MM - would be helpful to revisit this slide in 6 months to understand what is and isn't working. Also Ofsted what happens in classroom. Good to reflect some of that in school outcomes, learning walks, checking, reassurance of basics being done not just management things. VM – what is view on general staff 'buy in' to this being the way forward? SA – referred to improvement list. Coming from outcomes team and 'buy in' so far has been positive. Early days. In particular, having intervention staff in English and Maths favourable, feedback from student voice strong and evidence shown good gains. Hoping provision mapping will help more with this. KS3 data is a challenge which has been difficult after national curriculum levels went. Need to take best practice for QA and apply same rigour to assessment data. JS – are the teaching staff getting broad picture of what you are doing, communicating in curriculum and department meetings? SA – hoping so. Right about communication and can always do this better. VM – one of the objectives from previous Ofsted was to be more challenging to more able students. SA – high ability for data for last year was one of the highlights. Historically a problem, apart from English, this time progress 8 score was positive so this has shifted in right direction. Simon Kain will be a lead on high ability. APG – see a real freshness and more energetic approach. Would highlight that provision mapping approach has come from primary school. Shows a direct benefit and much more to be learned to refocus and re energise the way we carry out assessment at the secondary. Y6 teachers came in to ER for a day to shadow Year 7 students. Can make links work from this. VM - emphasise pleased to see trend information in SA report. Vital as a Board to see trends rather than just snapshot info.</p> <p><b>Disadvantaged Students:</b> Justine Housecroft presented. Comparing to previous year and where DS have not been doing well. Big change in going to 100% exams from coursework, noticeable barrier for DS and SENk. Outlined strategies in place last year. Area for focus is DS and SENk reaching KS4. This is point we see a trend developing - and this has been fed back to HOFs. Invested in a software package for DS. Strategies for this year highlighted. MM – one of challenges around results slipping from last year moved away from interventions at Y11 and looking at doing this from Y7. Provision mapping, when will this be fully rolled out at ER? JH - looking by this half term. Some are there now and will be a rolling programme. MM - end of the year across all subjects? JH - starting off with SEN provision and looking at all HOL and English and Maths intervention, then roll to other faculties. MM – SENk provision has been far more challenging. Reflected nationally? Is slip in SENk because of lack of funding and has gap widened nationally? JH - nationally and more and more students being recognised as SENk. MM - lot of schools in similar position. VM – observation in a class of 30 students the teacher would know who DS are? JH - will do as seating plan. Now we are saying focus more on the DS and what they are actually doing. SMD – challenge is SENk group is now bigger because of how hard it is to get EHCP. Govt shift back to old exams, SENk are the ones who will suffer. VM – <a href="#">requested copy of both reports. GW to email these out. Agreed update February meeting on progress.</a></p>	<p><b>GW</b> <b>MM</b></p>
<p><b>04.10.08</b></p>	<p><b>Board Restructure and Reorganisation:</b> MM presented paper on proposal. Feeling is as a board need to refocus onto 'outcomes'. Board numbers will reduce with new MAT. Recommendation is that we implement the proposed change swiftly, and potentially by the next Board. VM – agree that we are not functioning in the way we need to at portfolio level. This proposal will require increased level of involvement by board members in a committee approach. Any thoughts on individuals' involvement? MS – This is probably necessary, but I don't see how I would fit into it. Agree this would meet the inspection challenge. PH – think change is critical as people can be more impactful. Grouping would need to be on teamwork and clear direction. Quality assured reports for the Board. One area feel should be included is how we can make sure ethos and environments really sing the song of success. Educational performance? About how place feels to students and families. JS – assuming I would take over HR as planned, then proposal looks fine. VM – do you feel you would have scope to be involved in anything else other than</p>	

	<p>HR? Will be smaller numbers. JS - fine. AF – smaller numbers in what sense? Aiming towards more specialisation? VM – I’m viewing from perspective of some directors moving to Trust board and they won’t be involved in this local committee arrangement. MM - important we focus more clearly on outcomes and have discussion time to do that. Second issue is link with strategic intentions we have set. Check and challenge. SMD – like the way it links to SIs and makes a more joined up approach. Also had a conversation with RHM about the fact that leadership nominees will be involved in committee conversations will help. Fully support. VM – APG and KQ? APG – broader context needs emphasising again, opportunity for local governance to be the focus. Many of the thing we’ve talked about will be done by Trust Board. No real concerns. Going back to a committee structure. Portfolio structure was linked in past to SIs before changing to Ofsted priorities. Only concern is there might be something missing we don’t yet know about. Can be flexible enough to accommodate those. KQ – met with JN and went through it. Think it needs to shift from where it is now given MAT structure will have to take effect. This gives a greater potential connection for the 2 schools. For ML leadership team to be more involved with governors is good. Will give it a more community feel and be more connected to the schools. VM – Conscious that PK is Chair and she will have to lead the progression of this. MM - note feedback. Pick up on developing an ‘ethos’ element. <a href="#">All agreed the need to convene small development group with PK at helm, VM and MM participating - and formulate proposal to circulate before next board - and agree at next board.</a></p>	<p>PK/VM/ MM</p>
<p><b>04.10.09</b></p>	<p><b>Papers for Urgent Matters Arising:</b> Distributed electronically in advance.  <b>HR Minutes</b> - MS – one headline point about pay review, which is also in Finance Committee minutes. Both committees recommending purposed pay rise for teachers. Average likely to be 2.5%. Most will be offset by extra government funding. VM – from cost point of view anything above 1% is funded by govt. VM proposed, MS second. All in favour. Unanimous. Note: Directors who are staff were ineligible to vote.  <b>Finance Committee Minutes</b> – VM distributed draft year end management accounts. Attention drawn to indicated surplus of £65k. Reminded Board when we were made aware of difficult year end position last year we met with leadership and agreed a target of £100k saving for this year. Emphasise this is provisional, noted commentary to accompany figures. If £65k is correct it is an exemplary performance in circumstances faced this year. Staff costs despite all the challenges are indicated as within £25k of budget. Very pleased with this result. AF anything to add? AF – no, only comment to focus on auditors caveat is adjustments may be identified. Forecast column is representing the difference. VM – await final outcome from Auditors. Questions invited. None.  Other items from minutes: VM – 25.09.07 Alive performance plan. Highlight challenges presented in Alive and astro performance this year. Expectation that reserves would be repaid at £25k per year is a concern. Been involved in meetings this week, KQ has taken this on and confident a plan is being worked out that will address performance issues. <a href="#">KQ – will be in a better position to report at next board meeting.</a> APG thanks to KQ and SD for taking this on.</p>	<p>KQ</p>
<p><b>04.10.10</b></p>	<p><b>Principal’s Report ML:</b> Report distributed electronically in advance. KQ – listening to SA and JH on ER performance, realise that I will say a lot of the same relating to ML, re common areas of improvement. MM, KQ and VM met 2 weeks ago and they requested go through objectives we have been working on for the last couple of years. <a href="#">KQ - happy to share with ER MLs experience of provision maps from last 18 months as to what did and didn’t work.</a> Good levels of development above national average for 4<sup>th</sup> consecutive year. KS1 all gaps closed for phonics. Guided reading showed big improvement. Discussed school improvement priorities for this year. <a href="#">Spoke about presenting separately on what we are doing for DS. Phil Milsom to be invited to do this.</a> VM – mentioned science ‘curve ball’ from last Ofsted inspection. Do you feel there will be other ‘curve balls’ from future inspections? KQ – think this is direction of travel for national agenda. APG – remember where we are now from 7 years ago and this year for first time</p>	<p>KQ  KQ</p>

	<p>close to beating national figure. One of best improvement measures at KS4 is to ensure intake coming in at a good standard. SMD – question around outdoor facility, is it having an impact? KQ - one driver was about risk taking behaviour - to give opportunity to take risks in safe place. Outdoor learning is tracked from behaviour for our 10 values. Appraisals next week so will be looking at data then. Also tracking science, habitats, food chain, etc. SMD - specifically for targeted groups? SENk? LW - something we are building. Extracting children of need with a different focus each afternoon. Social and emotional skills in a different environment each time. More targeted using existing facilities. VM - most refreshing, and straightforward to understand, presentation on performance. PH – passion that leadership can bring that will make the changes. VM thanked SA and JH and they left the meeting at 7.41 pm.</p>	
<b>04.10.11</b>	<b>Principal's Report ER:</b> In JN absence -as Performance presentation by SA and JH.	
<b>04.10.12</b>	<p><b>CEO Report:</b> APG – On course for becoming an extended MAT, despite delays. Meetings with all parties remain very positive. APG reported on current status of conversion. MM – you have kept us well apprised all the way through. Comes a point when we as a board have to formalise our decision. Need to feel we have the time to critically look at Scheme of Delegation and recommendations made by diocese that may or may not reflect our needs. Would like opportunity to discuss further before final decision. <a href="#">APG - invite all Directors to attend meeting on 2 November at 10 am with diocese at ER in JNs office.</a> Advise GW if you can. AF - what is that meeting? APG - finalising the Scheme of Delegation, responsibilities of members, trustees, local governors, admissions policy, staff appointments, - we operate this already but because we currently only have one trust body it is easy, but when we separate to local governance we need to be clear on who does what. AF will attend. KQ - will be an adjustment for us as well as other joining schools. VM – Scheme of Delegation meeting has already happened, 2 November meeting is to do with concerns diocese have raised and changes they want. APG – also believe we have already agreed this. MM – we raised points previously about Trust board ability to dissolve LGB. KQ – this is in the articles and has been changed. MM – procedural point, that we have the ability to have our own discussion as our own board as part of the process. VM – in terms of Scheme of Delegation discussion, needs to be by our board, not on 2 November when other schools and diocese will be present. If it transpires that we are going for 1 December conversion will have to call EGM. Need to find the time to convene. <a href="#">VM – APG to keep board updated on developments and be conscious of allowing appropriate time and information for board to make informed decisions. All agreed.</a> VM – ask APG for update on MAT office. APG - Office facility now in place at ER. <a href="#">APG – intend to speak to staff and will ask JN if possible to come to one of the Monday meetings to explain where we are on MAT and the benefits that will come from it.</a></p>	<p><b>All</b></p> <p><b>APG</b></p> <p><b>APG/ JN</b></p>
<b>04.10.13</b>	<p><b>Safeguarding:</b> SSc – Not been able to see KR or get to ML to see AT due to own personal work pressure. Last met with KR on 27 June and did single central record check. KQ handed out safeguarding document for ML and gave brief overview of safeguarding figures. Newly appointed safeguarding team at ML. KQ confirmed Babcock say we no longer have to collect in these figures as there are no names. <a href="#">SMD - have collated safeguarding data for whole of last year in trend graph which can bring along in future.</a> <a href="#">SMD to bring to next Full Board.</a> MM – can in future receive numbers in advance. Required to see these numbers once a term. <a href="#">Principals to ensure these are circulated in future.</a> VM – Sadly Sarah Schooling is resigning from board. Sorry to lose you and thank you for work you have done. Believe we need to appoint a safeguarding director? SSa volunteered. MM proposed, PH seconded. All agreed. <a href="#">GW to discuss safeguarding training with SSa and advise KR and AT.</a></p>	<p><b>SMD</b></p> <p><b>JN/KQ</b></p> <p><b>GW/ SSa</b></p>
<b>04.10.14</b>	<b>Approval of Policies: Lettings –</b> Policy circulated electronically in advance. VM - have been through this with GME. Review necessary due to disparity between website and written document. Only 2 changes to policy, on item 4	

	<p>in terms of how we allow outside usage of studios and theatre facilities. Changed in that now the Principal in conjunction with SLT member is delegated authority to accept applications for hire, thus it now being a 2 person authorisation process. Secondly any discounts to pricing structure may be granted at discretion of Principal in agreement with a non-staff member of the Finance Committee. VM proposed, PH seconded. All in favour. <b>AGREED.</b> VM – policy may well change again with MAT expansion when policies across schools are reviewed. Agreed in principle set of prices with GME which went to FC but since considered need to look at competitive pricing around the area – as believe we may be too expensive. <b>VM to review prices again with GME.</b> In terms of facility usage believe we need to be better at how we market to outside community to increase usage and bring income into the trust.</p>	<b>VM</b>
<b>04.10.14</b>	<p><b>Directors Training and Feedback:</b> MM – mental health day earlier this week was an excellent introduction to good work being done. <b>KR is putting some of power points onto the website. GW to advise directors when these are available.</b> SMD – met with RHM today linked director for teaching and learning. RHM is concerned, and hoping new structure will alleviate this, that she has little or no contact with directors and is worried we are missing out on developing our understanding of her key driver roles, such as the Ofsted action plan. Would like to link in more with directors.</p>	<b>GW</b>
<b>04.10.15</b>	<p><b>Resignation of a Director:</b> SSc tendered resignation due to increasing workload and commitments outside of school. VM proposed, PH seconded, all <b>AGREED.</b></p>	
	<p><b>Returned to Chair's Remarks:</b> VM - with MAT expansion being imminent, believe that all board members will have to achieve another level in communicating well, being patient and understanding of the issues facing us and facing leadership. The expanded organisation will be on a learning journey as individuals and as a team. Will need to be aware that PK is new to the chair role and will need the support and consideration of us all to communicate positively in the times ahead. <b>GW to arrange Chair training for PK.</b></p>	<b>GW</b>
<b>04.10.16</b>	<p><b>AOB: GDPR</b> – SD -we have all policies ready to go and it would be useful to get a working group to meet with SD pre them coming to board for approval. Let GW know within a week and diaries can be organised. <b>GW to book time for SD to do GDPR briefing with all directors.</b> VM – any volunteers now? <b>SSa, SMD, JS and VM.</b> VM - on GDPR remain concerned that we are still using signing in book at ER. SD confirmed that new electronic system is on order and we are just waiting for an installation date. One signing in terminal for reception and one for student support. VM – excellent!</p>	<b>GW/SD /All SSa/S MD/JS/ VM</b>
	<b>Meeting closed at 8.48 pm.</b>	