

MINUTES
of the meeting of the Full Board of Teignmouth Learning Trust held on
Thursday 21 March 2019 at 6 pm in the Library, TCS, Exeter Road.

Present:

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| Andrew Flanagan (Director) | Mike Stean (Director) |
| Pat Henchie (Director) | Gaby Willis (Clerk) |
| James O'Connell (Principal, ER) | Scott Deeming (Co Sec) |
| Mark Moore (Vice Chair) | Luke Williams (ML) |
| Vic Millard (Chair) | Karine Davies (Guest) |
| Sarah Minty-Dyke (Director) | Mark McCarthy (Guest) |
| Katy Quinn (Principal, ML and CEO) | |

Action

VM opened the meeting at 6.05 pm. Guests Karine Davies and Mark McCarthy were welcomed by VM as having an interest in joining the board.

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| 21.03.01 | Apologies for Absence: SS – accepted. It was also noted that JN was unable to attend the meeting. | |
| 21.03.02 | Declarations of Interest: None declared. | |
| 21.03.03 | Minutes of Previous Meeting and Matters Arising: VM commented on minutes as follows: 7.02.12: RSC meeting. KQ confirmed a letter has been received from the Regional Schools Commission and has been forwarded to VM. Advice is being worked through and the CEO Report has action points later in the meeting. | |
| | In response to a clarification query it was clarified that the initials PHSE is Personal Social Health and Economic. | |
| | 7.02.15: VM - Discussion regarding naming of committees. Agreed that the Educational Outcome and Curriculum is now the name of Educational Performance and Wellbeing. Discussion around the “wellbeing” element. VM advised he and SS met with KR recently and felt wellbeing matters will link to Safeguarding portfolio. SMD confirmed agreement and reiterated wellbeing needed to be specifically included. VM advised he has taken the role of Deputy Safeguarding Officer – supporting SS. | |
| | 7.02.15: PAN for 2019-2020: JPO confirmed PAN of 205 as of today for Year 7 next year. 7 form entry. All in agreement | |
| | 7.02.18: Ofsted inspection plan: JPO advised Principals’ report for this meeting will focus on this and there is also a briefing document from ER. | |
| | 7.02.19: MAT resource review. KQ to advise in CEO Report. | |
| | All agreed minutes of 7.2.19. Signed as accurate by VM. | |
| 21.03.04 | Potential Board Appointments: VM commented on numerous previous discussions as to need to increase board membership. Delighted that Karine and Mark had expressed interest in board roles and that VM had met with each of them to discuss the expectations and responsibilities of board members. Ask that they reflect, after tonight’s meeting, and come back to VM with any questions, and whether they remain interested in being appointed to the Board. Discussion on broader board structures as the MAT expands. KQ stated that the governing bodies of the other primaries are meeting tonight and KQ has asked for expressions of interest to sit on Trust board once expansion is completed. | VM |

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| | <p>Q: VM requested KQ's overview of board roles post-reorganisation and the formulation of a trust board and LGB's.</p> <p>KQ – we need to have a strategy for Director and local governor recruitment. Need to look for particular skills. Academy Ambassadors is a company that source professional directors. Could explore this avenue along with parent forums, website, wavelength, etc. MM suggested approach could be made to the business people attending school next week for careers interviews.</p> <p>Action: KQ to speak to Jo Hussain, Careers Coordinator about approaching business people for next week's careers interviews.</p> <p>Action: VM expressed wish to keep this as an agenda item for the foreseeable future.</p> | <p>KQ</p> <p>VM/GW</p> <p>KQ</p> <p>VM/GW</p> |
| <p>21.03.05</p> | <p>Recruitment of permanent CEO Update: VM reminded the Board that at the last meeting it was agreed we would formally appoint to the role of CEO as soon as possible. Board had appointed PH, MM and VM as committee to manage this process. Much work has been done by the committee finalising an appropriate recruitment pack. Role advertisement went live yesterday on the TES and Devon Jobs websites with closing date for applications of 3 April. PH, MM and VM will meet on 11 April to review applications and agree shortlist for interview. Interviews are planned for 2 May. Committee will establish a format of interview process once it has identified the level of interest and what structure of interview will be appropriate. VM will keep board members appraised through the process and would hope that as many as possible can be involved in the selection. VM advice had been taken from Kevin Freedman (an experienced consultant whose support we have used before) who will continue his advice throughout the process. Board chairs and principals of the MAT joining schools have been invited to be involved in the interview process – although not in a decision-making capacity. Questions invited. None received.</p> | <p>VM</p> |
| <p>21.03.06</p> | <p>Principal's Report ML: KQ updated against latest Ofsted report 2017. Plans for improvement of teachers being held to account and pupil progress data was one target. Leadership will be looking at all maths books next week, and greater scrutiny of interventions. For Science, looking at more with ER teachers and the department, STEM (Science Technology Engineering and Maths). SEN provision overview. Speech language and communication – visiting specialist comes every week.</p> <p>Q: SMD – is this done across years?</p> <p>LW - yes years 3 and 4. KQ -tracking as individual group to report progress on those. Noted that working with the Devon 0-25 team is incredibly frustrating. Deadlines are being missed by sometimes 6-8 weeks which is having a detrimental effect on students. KQ explained Devon County Council still hold responsibility for children with special needs. 0-25 are the gatekeepers of this</p> <p>Q: MM – if they are missing statutory guidance requirements, perhaps we should communicate on a formal basis by writing to them. By Principals or the Board expressing concern?</p> <p>SMD agreed this should come from the Board as across primary and secondary. KQ has raised things before through Devon Association of Heads. PH agreed with MM.</p> | |

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| | <p>Action: VM will consider composing something on behalf of the Board but need to take care not to take a course that simply inflames an already difficult situation.</p> <p>Action: KQ to raise at next Heads meeting as this is presenting a real challenge for these children.</p> <p>Discussed Attainment of SEN children and that only 49% are working at level they should . Still making progress but will not get to age related expectation.</p> <p>Q: KD - what is proportion of SEN pupils?</p> <p>LW have 50 out of 300. KQ just above national average, about 30%.</p> <p>Q: VM – 49% on reading writing and maths, are they usually the same students?</p> <p>KQ – usually yes.</p> <p>Q: VM – is there the pattern of those who are SEN who are working at or above, can you identify significant or common factors?</p> <p>SD - different needs and huge variable. Some have a physical barrier to learning rather than cognitive.</p> <p>Personal Development Behaviour and Welfare actions – had internet safety day. South West Grid for Learning is the Devon wide internet provider came to school and held parent sessions on E safety. Launched ‘red card to racism’ last week. A few tweaks required to the Single Central Record – ongoing discussion with SS.</p> <p>Q: MM – in terms of this and SEN matters, is there any scope for joining together with the other primaries around some of the specialist provision?</p> <p>KQ - yes, they will get this from us, and we will get something back from them regarding the gifted and talented. Speech and language will also be a benefit to them.</p> <p>Noted 25.5 days lost to exclusion this year are all boys and all repeat offenders. Work will be done with the nurture group and inclusion team at Devon on this.</p> <p>Q: VM – any significant factor that affected what happened in 2016-17 showing a large shift?</p> <p>KQ - culture shift, PEX that year and would have been high number of FTE before that. Now we have less low level disruption. Small percentage of students at ML being the cause.</p> <p>Q: KD - is the exclusion message one for the child or for the family?</p> <p>KQ - to both. Provide work for students when at home. Carry out home visit. Support. Try and put different provision in when they come back. Less resources available now to be able to offer. SMD also to support the other children in the class.</p> <p>Q: VM – mentioned LW got feedback forms. Would be useful to know the numbers re feedback from school council/parent groups.</p> <p>KQ – it is all the SEN register students so 50.</p> <p>Q: MS - do we know whether this is national average? Y3-4 boys.</p> <p>SD - those are the year groups causing issues in terms of attainment.</p> <p>Action: KQ to ask at Local Learning Community (LLC) as to national average.</p> | <p>VM</p> <p>KQ</p> <p>KQ</p> |
| <p>21.03.07</p> | <p>Principal’s Report ER: JPO - Referred to Ofsted position summary document forwarded in advance. Outlined key areas. Advised that</p> | |

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| | <p>Challenge Partners review to take place next week. Noted key focus very much on improving outcomes for disadvantaged students.</p> <p>Q: KD – what is basis for identifying disadvantaged students?</p> <p>JPO - it is measured on students who elect for free school meals and if elected for within the last 6 years they remain on pupil premium list. Children who are looked after/in care and adopted students, or children of members of the armed forces. Schools are held to account for targeting specific support.</p> <p>Q: KD – if for personal reasons parents don't want to come forward and apply for free school meals, they would not be noticed?</p> <p>JPO yes, wouldn't be disadvantaged. As a school we will try and apply it to support everyone.</p> <p>Q: VM - you mentioned in your presentation the prefect structure being looked at again?</p> <p>JPO current head of Year 10, and SMD group with Kelly Ray, have visited Newton Abbot school and were impressed with system there and are looking at a system of prefects working with the whole of community body and key areas of responsibility and duties. Peer mentoring, working with the transition group and to help lift behaviour and help develop ethos of the school.</p> <p>Q: KD - communications with parents and community - do you measure responses?</p> <p>JPO - we appointed a communications person and he captures usage of website, Facebook, etc. We will also be sending out a questionnaire for parents at the end of this term for feedback.</p> <p>Q:VM – would suggest it would be useful to be able to quantify and summarise the feedback?</p> <p>JPO - survey will show percentages and try to capture the data and views. Particular interest in terms of attendance. Noted 17% of students at ER on SEN register.</p> <p>Q: MM – does that duplicate what we have in provision mapping?</p> <p>JPO - it is provision mapping and I have rebranded it as a pupil passport, to simplify document</p> <p>Q: VM – meaning of ACE?</p> <p>JPO – new, in identifying a traumatic event in childhood which affects young person's development at significant stage, guiding us for interventions. Adverse Childhood Experience. Need to improve on knowing how many students are engaging in clubs, etc.</p> <p>Q: MM – from parent perspective - not been able to access extra curriculum activities. Expect, due to workload, limited in launching and getting people behind it. If possible, would be interested to see details of those clubs?</p> <p>JPO - listed in bulletin and on website, needs to be measured and reported on fully and accurately.</p> <p>KQ - staff give their own time for this, so it is a challenge to get staff to run after school clubs.</p> <p>JPO - 4 areas of parent feedback from last parent forum: Communications, parents' evenings or review days, behaviour and homework, and use of class charts. This feedback is also shown on the website.</p> <p>Q: VM how many parents attended forum?</p> | |
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| | <p>Q: KD where will the name be used?</p> <p>KQ - parent company for the schools within the Trust. Features on bank statements, cheque books, filing of our accounts with Companies House. Each school keeps existing name and identity. Currently we are Teignmouth Learning Trust. SMD commented positively at the local context of the proposed name. PH felt the bird flying logo is aspirational.</p> <p>Vote held to call the new Trust "Osprey Learning Trust": PH proposed, SMD seconded. Vote: 8 in favour.</p> <p>KQ – individual board members need to consider where they see their role in the future structure.</p> <p>Action: KQ to email board members requesting they advise their preference – whether on the Trust Board or the LGB. Confirmed cannot sit on both. No questions.</p> | KQ/AII |
| 21.03.08 | <p>Directors' Training: VM emphasised that Directors are encouraged to take up training opportunities as broadly as possible.</p> <p>Action: GW to email out current Babcock courses.</p> | GW/AII |
| 21.03.09 | <p>Safeguarding: In SS absence VM presented Exclusion data and referral reports. Noted improved format for data giving trends information in addition to the actual numbers. Reports discussed in detail and all agreed as to the improvement of the format.</p> <p>KQ - Figures are for ER. SS only met with ML safeguarding yesterday and presumably would have given that update tonight.</p> <p>Q:VM - could MS comment on mental health referrals data?</p> <p>MS - Unsure of national figures but imagine accurately reflected.</p> <p>SMD dealing with a lot more anxiety and depression and national trend shows increase in self-harm and suicide attempts.</p> <p>KQ At ML think our biggest need is neglect.</p> <p>Action: ML to also provide this data in this format for next meeting.</p> <p>VM noted the local police involvement has become very strong and supportive at ER – due to excellent liaison work by staff. Invited questions.</p> <p>JPO - you can see student safeguarding referrals spike in 2017-18. This places real pressures on us as a school and the pastoral team particularly. This is a real feature in society currently.</p> <p>Q: KD who is referring?</p> <p>JPO – often it is a member of staff that reports to the Designated Safeguarding Lead, student makes disclosure of some kind. SMD confirmed all referral figures shown on first page are inhouse. Much work done with staff to vocalise when they should report. KQ lack of other services available, - like CAMHS and other family support networks, and Devon's issue of insufficient social workers has had major impact on schools. Funding is drying up for voluntary agencies.</p> <p>Q: MM – student safeguarding referrals have pretty much trebled within 3 year trend, number of MASH referrals has halved. Is that reflective that most issues are lower, or are we giving up on other agencies?</p> <p>SMD not giving up, but thresholds are getting higher and meeting those becomes increasingly difficult.</p> | KQ |
| 21.03.09 | <p>New Board Structure Update and Summary Reports: VM reminded board of new structure. First meetings held and whilst still in formulation stage felt they both went well and will be built upon and developed. First reports below:</p> | |

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| | <p>Finance, HR and Resources Committee: Minutes electronically distributed:</p> <p>02 Accountancy/audit due for renewal and process of tender is underway led by JN. Committee should be in position to make recommendation to board at next meeting/AGM.</p> | |
| | <p>03 Full review held of Alive/Astro financial performance and plan and way forward agreed. Alive/Astro manager (LH) attended last committee meeting, and further work is required by JN and LH to streamline operations and improve results.</p> | JN |
| | <p>04 Management accounts to January - whole school summary discussed. VM pleased that results indicate a strengthening of information and increases the board's confidence as to accuracy and timeliness. Reasonably confident to believe that projection of £36k underspend for year is reasonably accurate based. AF - would concur with VM but needs close watching over the next phase. New appointment to strengthen Finance starts on Monday, intended to relieve workload and improve timeliness. The results from this need to be monitored.</p> | |
| | <p>05 VM summarised new appointments: in finance, SEN administration, HOL for year8. High level of return to work meetings and formal first absences – due in some measure to recent flu virus.</p> <p>08 JPO and team at ER has prioritised replacement of Winterbourne gate within the month. Works being done on fence on sports field and addressing the fencing on public highway between field and police station by end of April. At minimal cost, clear signage directing visitors to main reception - allowing challenge to visitors should they not be following appropriately.</p> <p>Questions invited. None received.</p> | |
| | <p>Educational Outcome and Curriculum Committee: Minutes electronically distributed:</p> <p>MM ran through the minutes of the meeting of 5.3.19. Outlined intended cycle of reporting. Will review curriculum, SEND, DS and have a different focus at each meeting. Spoke in some detail around SEN and explored issue around how school identifies SEN students. 12% which is in line with national average. We know the gap in performance persists and is proving a challenging to impact upon. Action plans are in place to try and improve and based on predictions for this year the direction of travel is encouraging.</p> <p>Changes at ML - highlight initiatives to move away from setting towards whole class environment. This is being monitored closely.</p> <p>Further discussion and agreement is needed around what board level data needs to look like. Spoke about info that will come to performance committee, based around ISDR. Developing this and then agree what needs to come to the board. Feel board has reasonable grasp of the major issues and priorities from Principals' Reports tonight. All agreed.</p> <p>Questions invited. None.</p> | |
| 21.03.10 | <p>Chair's Remarks: High on the agenda at ER is the forthcoming Ofsted inspection. Whilst the board will continue to give its utmost support to the school, in as many areas as possible, I would like us to look to approaching the governance part of the Ofsted inspection with a view to achieving a grade of outstanding. See no reason why as a board we can't</p> | |

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| | <p>aspire to that, and believe we demonstrate our support, scrutiny and challenge of both schools is high level. Requires us to remain as cognisant as possible of what can be a complex area of performance and outcomes data, as well as our grasp of the school's finances and pupil safeguarding in particular. Challenge is to improve our ability, across the width of the board, of putting across to others what we know and what we do.</p> <p>Secondly, would be that we step up our ambassadorial approach to the one school ethos, and when in school or in conversation with others we go that extra mile in proactively promoting this ethos.</p> <p>Thirdly, that with the long drawn out MAT expansion now, finally, looking to come to fruition - we approach this with cohesion, clear mindedness and understanding of the long term benefits, without any kind of distraction for the needs of the school leadership in operating and improving the schools.</p> | All |
| 21.03.11 | AOB: None. | |
| | Meeting closed at 8.26 pm. | |