

## MINUTES

**of the meeting of the Full Board of Teignmouth Learning Trust held on  
Thursday 7 February 2019 at 6 pm in the Library, TCS, Exeter Road.**

<b>Present:</b>	Andrew Flanagan Pat Henchie James O'Connell (Principal, ER) Mark Moore Vic Millard (Vice-Chair and then Chair) Sarah Minty-Dyke Katy Quinn (Principal, ML and CEO)	Sarah Sabourin Gaby Willis (Clerk) Scott Deeming (Co Sec) Jon Newman (Leadership) Luke Williams (ML) Sarah Dudley (ML) – part Rebecca Mullins (ER) - part
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### Action

**VM opened the meeting as Vice Chair in PK's absence at 6.04 pm.**

<b>07.02.01</b>	<b>Apologies for Absence:</b> PK, APG, JS, MS – accepted	
<b>07.02.02</b>	<b>Declarations of Interest:</b> None declared.	
<b>07.02.03</b>	<b>Reappointment of a Director:</b> VM: Agree to be reappointed. MM Proposed, PH Seconded, all in favour. <b>AGREED and duly appointed.</b>	
<b>07.02.04</b>	<b>Resignations of Directors:</b> APG due to resignation as CEO. JS due to workload and lack of time to commit. PK due to workload and lack of time to commit. VM proposed all resignations be accepted, MM seconded, all in favour. <b>AGREED and duly removed.</b>	
<b>07.02.05</b>	<b>Election of Chair:</b> Clerk confirmed one nomination: VM. SMD proposed, PH seconded. All in favour. <b>AGREED and duly appointed.</b>	
<b>07.02.06</b>	<b>Election of Vice Chair:</b> VM as Chair confirmed one nomination: MM. SMD proposed, PH seconded. All in favour. <b>AGREED and duly appointed.</b>	
<b>07.02.07</b>	<b>Reassignment of a Director's Category:</b> SMD was originally appointed as a Parent Director prior to becoming a member of staff. No longer has a child in the school so needs to be changed to a Staff Director (no other option available to staff). VM proposed, JOC seconded, all in favour. <b>AGREED and duly reassigned.</b> MM queried position of board with regard to parent directors. KQ explained when MAT expansion is finalised and the current board becomes the TCS LGB, this is where parent representatives will sit.	
<b>07.02.08</b>	<b>TES Ltd:</b> KQ updated that Teignmouth Educational Services Ltd is a trading company and a wholly owned subsidiary of Teignmouth Learning Trust. The board of TES Ltd was originally formed as including: principal of Primary, principal of Secondary, and the Leadership link responsible for those areas of the business. Two of the original members (Tony Gray and Manda Stone) are no longer employees so need to be removed and replaced. Ordinary resolution needed to remove them. Will leave KQ, and SD as Company Secretary. Need to appoint new directors. VM: view on who it should be? KQ: could be Chair of Finance, Chair of Resources, Leadership link for Alive. VM: is it your view that it is 1 person to appoint? KQ: with best practice we need 2 more. Would recommend JOC as Head of Secondary, and one other director. <b>Resolution to remove Manda Stone and Tony Gray from the Board of TES Ltd: KQ proposed, VM seconded, all in favour. PASSED. KQ proposed appointing JOC, and VM as Chair of Board. KQ proposed, SMD seconded, all in favour. AGREED.</b>	<b>SD</b>

<p>07.02.09</p>	<p><b>Quality of Teaching, Learning and Assessment (Sarah Dudley (SDu) ML, Becca Mullins (RHM) ER):</b> VM introduced Sarah Dudley from ML and Rebecca Mullins from ER. VM: note that on both documents that have been circulated numerous acronyms have been used. <a href="#">Would request that in all future presentations and documents presented to the board ALL acronyms are explained in full, and that no assumptions are made that the board have prior knowledge</a></p> <p>SDu made presentation for ML. MM question: how does this align itself with the school's priorities? KQ: 2 core areas progress in writing and maths and within that boys and girls and SEN. This is covered further on in presentation. MM: can you give an example of something you have done to try and address the boy girl gap? KQ Curriculum is biggest change we have made in 8 years. Been driven by not being able to shift the gaps in Disadvantaged Students, SEN, boy/girl. VM: please expand on what you mean by 'scrutinised tasks.' SDu: looking at learning task that was set, groups of children, how were they able to meet objective, what support was given, practical, written, is it differentiated approach, did they make progress. KQ: if a more able child is given a task and does it in 5 minutes, they haven't learnt anything so it is ensuring tasks are at the right level and teachers knowing the children really well. VM: are all set the same task initially? SDu: no, always pushing children on. Have set of objectives and within year group some will know that already. Need to know who knows it, no point teaching them that again, push it further, doing it independently. Through book looks we can see how teachers are assessing for learning. VM: does that principle apply through to secondary as well? JOC: it does at times, not always. VM: I would like to come and see this in school. KQ: have teacher working with guided group and others still need to be working on something. Working towards this for this year. KQ: front loading of number is mainly needed by boys. MM: one of the challenges is that there is so much activity going on it is very difficult to isolate what is having effect. How confident are you that you can work out what has had effect? SDu: changing to non-setting has put accountability of that class back into that teacher's hands. Accountability was spread before over 3 or 4 teachers. KQ: taking away all the bits that Ofsted were critical of. SDu: it was recognised some of the most disadvantaged children were seeing the most teachers, so this has driven the removal of setting. VM: parent workshops, is that used by most schools? SDu: we are relatively unique. Schools get parents involved in different ways. KQ: at ML parents are given time to sit in class and learn with their child. VM: is there an issue with gaining involvement of parents of those pupils who may be struggling? KQ: those parents that are rather school wary are the ones we need to get in, but this is a good start. SS: When will Seesaw be up and running on the website? KQ: potentially ready for next week. GDPR, need to start again with photos etc. SS: great way of developing understanding for parents. Noted changes to moderation and questioning of how children have progressed or not progressed. KQ: looking at active engagement by all for pupil premium children. <a href="#">VM: would like another copy of the presentation please without the acronyms.</a></p> <p><b>RHM ER:</b> Presentation slides are a summary of report sent in advance. Common themes with primary. <a href="#">GW to send out presentation slides.</a> VM: meaning of 'second cycle'? RHM: all faculties have done first cycle of peer review during last academic year. Fed back very positively and wanted to continue. VM: is second cycle a choice? RHM: yes, staff were asked does it have value, improve things. Feel it really has helped. Very deliberately</p>	<p>All</p> <p>GW</p> <p>GW</p>
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	<p>put particular faculties together to drive up underperformance. MM: secondary is very different, what about whole school priority, SEN? How is that linking across in terms of teaching and learning? RHM: we can be much more bespoke in our training. For some areas of schools those gap groups are not doing as well as might be in another area. By working with area doing better with those, helps spread best practice. One thing picked up on with differentiation, didn't feel confident in going into one another's classrooms to look for effective practice so we have done much more targeted set of CPD sessions. One size fits all we have found doesn't work. MM: slightly nervous of our ability to be able to point our clear priority of something that has happened across the piece. SEN as example. If we say that this is particular issue in a subject then no doubt good practice will come out, wonder whether that will be slightly hidden from us non staff directors?. Need to be able to be fully clear about what we have done. Less than clear about whole school. VM: you talked about improving the effectiveness of the appraisal process, are we satisfied that the processes around appraisals are rigid and thorough? RHM: more than they were. Feel more confident than before that there has been genuine moderation. If things have been asked for reconsideration there has been through moderation. Rigour has been applied. Ongoing work. JN: this is only the 3<sup>rd</sup> or 4<sup>th</sup> year of people's progression being related to appraisal. Process has improved. JN: closed loopholes in last year or so. RHM: would say, regarding level of guidance that we have tried to provide, it has been about consistency of application which is quite challenging to do. VM: thanked SD and RHM for their presentations. SD and RHM left the meeting at 7.10 pm.</p>	
07.02.10	<p><b>Minutes of Previous Meeting:</b> GW: Unapproved so need to address any amendments. 10.12.07 GDPR. Will agree a date and those that can attend. SD and GW. JOC to circulate team SEF for Maths. 10.12.09 front gate at ER. VM: this has been discussed at Physical Resources committee and needs further review within holistic site security planning. Amend to say it is being reviewed by Easter. Item 10 Pay policy was via Personnel portfolio. Add "but still needs revision before presenting at next board meeting". No other revisions. Subject to those amendments accurate and true account of the meeting. All <b>AGREED</b>.</p>	<p>GW/SD JOC</p> <p>GW</p> <p>GW</p>
07.02.11	<p><b>Matters Arising:</b> Covered above.</p>	
07.02.12	<p><b>Chair's Remarks:</b> VM opened by moving to part 2 at 7.20 pm.</p> <p>Returned to Part 1 at 7.34 pm. VM: recently attended regional school's commissioner meeting with JOC, KQ and PK (then Chair) with Lucy Gordon, Assistant Director for South West and two representatives from EFSA for a formal review of our MAT plans and progress. Went very well. Very pragmatic and realistic meeting. We gave strong reassurances about the way we were progressing on MAT expansion. Far reaching discussion and review. RSC expressed they are happy with our planning and progress on expansion, and that they would be writing to confirm this.</p> <p>VM: Believe that the board need to be very careful to manage the challenges this year as we approach the final stages of an expanded MAT. However, this must be achieved whilst keeping a rigid focus on the demands and needs of both Exeter Road and Mill Lane – but in particular ER, with all the key work in hand. <b>These needs must not come second to MAT expansion.</b></p> <p>We are currently a very slim board and work needs to be done to speedily bring more numbers and skill sets onto the board.</p>	<p>All</p> <p>VM/KQ/All</p>

07.02.14	<p><b>Review of Pay Policy:</b> JN: Revised pay appeal process chart on page 4 which brings it up to date with current board structures. Remainder of policy is as previously presented. VM; have been through in some detail with JN. Also sat in HR portfolio meeting where this was further discussed. Therefore, am now comfortable that it is an appropriate document. Strongly support acceptance. MM queried para 2 "we will be responsible for making sure teachers review takes place no later than 31 Oct". JN confirmed the reviews take place by then. It is the second stage, the pay progression meeting, that involves Directors and comes later. VM proposed the Pay Policy be approved, JOC seconded, all in favour. <b>APPROVED.</b> <a href="#">JN to ensure updated on website.</a></p>	JN
07.02.16	<p><b>Safeguarding:</b> SS: confirm happy to undertake the role of Early Help Director. Met with Kelly Ray today. <a href="#">Safeguarding Improvement Plan included in tonight's pack. Directors will need time to look over the report and then forward questions to SS please.</a> Have been over actions in improvement plan with KR. Emailed Rob Willmott this afternoon asking about PSHE curriculum. <a href="#">SS to meet with KR again soon and come up with review timescales. Agreed to come back to next meeting.</a> No questions. It was noted that SS undertook Single Central Record check for ER.</p>	All  SS
07.02.15	<p><b>Board Restructure:</b> VM: refer to paper recently sent to Directors, intending to move to finalise previous board discussions on this. General agreement that board has not focused sufficient scrutiny and challenge on some areas of the school. Believe at point must radically change how we carry out that process. Designed to build on what MM had put forward and to put names to roles. Effectively returning to committee approach with group scrutiny. SS: happy with what you proposed for myself. <a href="#">Would like more training, especially with finance.</a> PH: think it is a route that empowers everyone and quality of discussion between people is important rather than just one person. <a href="#">VM: propose that we proceed with this change and that I lead communication on how we make it work.</a> SMD: with new Ofsted framework wellbeing of children I feel that the proposed 2 committee structure doesn't seem to encompass that? Perhaps <a href="#">call one Educational performance and Wellbeing?</a> MM: agree. Reminder to the board that the core responsibilities of Board are setting strategic direction, ensuring financially viable, and holding Principals to account. VM: propose acceptance of this restructure and move forward to put in place with immediate effect. AF: imperative we get some more Directors. Vote requested that all are happy with structure of Committees plus selected lead portfolios, Chairs and members as per VM proposal. All in favour. AGREED <a href="#">GW to draft terms of reference for new Committees for VM/MM approval.</a> SS left the meeting at 8.03 am.</p>	SS/GW  VM  VM  GW
07.02.13	<p><b>Papers for Urgent Matters Arising Only: Finance:</b> Minutes distributed electronically in advance. Discussion around astro and alive performance. <a href="#">Work in hand to streamline the performance and outcomes of these facilities – the results of which have been considerably challenged of late.</a></p> <p><b>Management Accounts:</b> VM; JN is confident that staff costs for the year will be on or within budget. Much work and discussion has been had around the shortfalls of reporting output from finance, and acceptance that they have deteriorated in last 18 months. Discussed in great detail at Finance Committee and there is a plan in the short term to bolster the finance team. JN: Advertised today an appointment of a Finance Administrator and has been made clear what is expected from the team in terms of output. Team will need to reorganise some duties. New role will increase capacity within the team for the MAT planning, and also for ML. <b>08 on Finance</b></p>	JN

	<p><b>minutes</b> - note that PAN for 2019-20 agreed to go back to county as Pan of 210. JN: It has become apparent that the authorities have asked us to pause to check Torquay first choices. <a href="#">Will know within 2 weeks. Ready to go to 210 if we need to.</a> JOC: <a href="#">we can go to our normal 180 if necessary.</a></p>	JN
07.02.20	<p><b>Physical Resources Portfolio:</b> From minutes of Finance Committee and Physical Resources. VM: <b>ML hall</b> floor continues to be a problem and KQ is currently looking at ways of funding repairs. No update yet.</p> <p><b>ER entrance gate</b> – looking at holistic approach to site security at ER rather than just certain areas. JOC: <a href="#">list of priorities which starts with fencing, will come to Physical Resources meeting in March.</a> JN: <a href="#">quotes being obtained for tree removal.</a> Request for capital expenditure planning schedule for 12 month rolling period. Need to <a href="#">see this at Physical Resources committee.</a></p>	JOC JN JN
07.02.17	<p><b>Principals Report ML:</b> KQ: refer to presentation document which was sent out electronically in advance. Much already covered by Sarah Dudley in TLA presentation earlier. Looked at curriculum offer and what we have that makes a difference. Parents have expressed disappointment at reduction of residentials, which is understood, but it is important to remember we have outdoor learning every week which many other schools do not have. Working with Kenn Kenton and Cockwood on cross school pupil parliament project. <a href="#">Hoping ER will get involved.</a> Noted ML has now launched CPOMS. Putting in place robust children collection procedure (included in SS Safeguarding report). Noted closing the gap is now referred to as Diminishing Difference.</p>	KQ/JOC
07.02.18	<p><b>Principal's Report ER:</b> JOC: refer to presentation document which was sent out electronically in advance. Support RHM presentation as true representation of progress. Figures for disadvantaged gap are about same as last year -0.6, so area which needs to keep pushing on. Support measures - will be working with Year 11 next week on revision strategies. Extra mock exams in all core subjects and targeted interventions with particular core groups in English, Maths and some other core subjects. Lot of work going on with attendance meetings. Strong attendance team working on this. Changing culture, learning, ethos is strong part of improving attendance. MM: behaviour – unclear as to whether believe this is a significant issue? Over last 2-3 years had discussions about behaviour not being an issue, then it became one, a new process was introduced, and it seemed to be solved and then not? <a href="#">As a strategic issue perhaps needs discussion at L&amp;M portfolio.</a> Draw clear lines and understand those, and what is special about offer. JOC: minutes of last time talked about a clear action plan for Ofsted. Have produced a draft Ofsted plan. <a href="#">Would like to share with the board and bring back improvement plan.</a> Invite criticism, will be written so all can understand it. VM: following behaviour policy comment could you advise whether you feel all staff are on board with it? JOC: yes, very supportive. Significant issues are removed from classroom, internal isolation, dealt with. Question mark is whether it separates teachers too much from actual behaviours of students and takes away their accountability. Need to manage safeguarding of the minority. VM: in terms of your report on performance, the challenge seems that predictions are still showing a non-improvement position. Predictions last year proved too ambitious and actual outcomes fell significantly short. What gives you confidence that this year these are more robust predictions? JOC: all processes you can put in to drill down forecasts isn't there yet but emerging set of processes happening. Within team, peer</p>	VM/MM/JOC/KQ JOC

	<p>marking papers, looking at last years and comparing, looking at grade boundaries for last year, second year of grades so have data set to compare. Outcomes team are particularly leading this. <b>VM: to reinforce, I would be very keen to see Ofsted plan.</b> Trust it will be quite detailed and needs to be set up to cover the inspection process in the fullest detail. Much learning from those Directors involved in the last 2 inspections. The board can, and need to, help. JOC: confirm the procedure is detailed, very thorough. SMD: just make a point about behaviour. On whole still some teething problems but BFL working well. Have had significant issue with a small number of students. 99% of students in this school know how to behave and comply with behaviour standards..</p>	JOC
<b>07.02.13</b>	<p><b>Pupil Performance:</b> MM: in terms of SEN and Maths figures look more accurate, although Year 11 still a little concern so need to work on this. Give board reassurance around work taking place to generate additional capacity around SEN. Will be looking at this at next meeting. Other point around Sixth Form data. System we used is no longer produced by provider but looking to remedy this with purchase of a new software.</p>	
<b>07.02.19</b>	<p><b>CEO Report:</b> KQ: very positive meeting with Regional School Commissioner attended by KQ, VM, and JOC. Outcome letter expected within 2 weeks. Support has been offered from RSC with a MAT Resource Review and we are pursuing this. Discussed potential names for new Trust.</p>	
<b>07.02.20</b>	<p><b>HR Portfolio:</b> Minutes distributed electronically in advance. With MS (portfolio holder) absent JN advised report. No questions.</p>	
<b>07.02.21</b>	<p><b>Directors' Training and Feedback:</b> No Directors training in this period.</p>	
	<p>Meeting closed at 9.02 pm.</p>	