

MINUTES
of the Full Board meeting of the Trustees of Osprey Learning Trust
held on Tuesday 25 May at 9.30 am
via MS Teams online due to COVID-19 social distancing restrictions.

| Present: | | |
|--------------------|---|-----------------|
| Name | Title/Role | Initials |
| Pat Henchie | Foundation Trustee and Link for Ethos/Member of Policy Review Group/Member of Vulnerable Children Committee | PH |
| Jackie Jackson | Safeguarding Trustee/Chair of Vulnerable Children Committee | JJ |
| Steven Jackson | Prospective new Trustee | SJ |
| Katy Quinn | CEO | KQ |
| Paul Lilley | Vice Chair of Trust Board/Chair of Finance, Audit & Risk Committee | PL |
| Jon Newman | CFO | JN |
| Tony Smith | Chair of Trust Board | TS |
| Katie York | Trustee/Member of Policy Review Group/Chair of Performance Committee | KY |
| Chantelle Mashiter | Trustee/Member of Finance, Audit & Risk Committee/Link for Careers | CM |
| Gaby Willis | Clerk | GW |
| Apologies: | | |
| Sam Trevorrow | Trustee/Link for Operations | ST |
| Absent: | | |
| None | | |

Key to acronyms:

| | | | |
|------|-----------------------------------|--------|---|
| DSL | Designated Safeguarding Lead | OLT | Osprey Learning Trust |
| EDEN | Exeter Diocesan Education Network | RAG | Red Amber Green (action point coding) |
| FAR | Finance, Audit & Risk Committee | SCR | Single Central Record |
| FTE | Fixed Term Exclusion | SoD | Scheme of Delegation |
| LGB | Local Governing Body | TCS ER | Teignmouth Community School (secondary) |
| | | TCS ML | Teignmouth Community School (primary) |

| Item | Content | Action |
|-------------|---|---------------|
| | The meeting opened at 9.35 am and it was agreed to complete business by 11.30 am and adjourn for a short break, reconvening under Part II. | |
| 4/1.1 | Apologies: ST – accepted. CM may be joining late – accepted. | |
| 4/1.2 | Welcome and Declarations of Interest: TS welcomed everyone. There were no declarations of interest. | |
| 4/1.3 | Appointment of a new Trustee – Steven Jackson: <i>SJ left the meeting for this item.</i> It was confirmed that SJ's application has been viewed on the portal. TS and KQ have spoken to him and SJ has attended a FAR Committee meeting. There being no questions, TS proposed SJ be appointed as a Trustee of Osprey Learning Trust. PL seconded. Unanimously AGREED and duly appointed. <i>SJ rejoined the meeting.</i> | GW |
| 4/2.1 | Matters Arising from the Meetings held on 9 February 2021: | |
| | 3/2.1 2-6.2 carried forward from 12.1.21 meeting - collaboration plan for heads underway and in CEO report. | |
| | 3/2.1 E/3.2 carried forward from 12.1.21 meeting - Standing item agenda for chairs and heads group. Ongoing and will be included in schedule of meetings for next year. | |
| | 3/3.1 Engagement in remote learning request: Schools have done feedback from students and parents and carers and this is in the CEO's report. | |
| | 3/3.1 Catch up funding discussed at the FAR Committee. Reviews are underway and will be available in July meeting to show the impact of funding. | |
| | 3/3.1 Staff absence was raised in the last report. Followed up with LGBs and all staff are now in school teaching. Some hybrid cases with some children still wearing masks in some classes due to the clinically extremely vulnerable. | |
| | 3/4.2 Behaviour incidents – to be covered in CEO's report. | |
| | 3/4.3 Personnel - DSL and SCR at ER – JJ will pick up feedback on this and a lot of work has been undertaken by the Vulnerable Children Committee. | |

| Item | Content | Action |
|-------|--|--------|
| | <p>3/4.2 Training on understanding school data for governors and trustees took place with Suzie Winter and feedback was very positive. Training programme shaping up well with Ofsted with Deb Wring in June and safer recruitment in September.</p> | |
| | <p>3/7.1 Comms sheets – LGBs were replied to. Feeding back information on comms sheet onto website, code of conduct for trustees and info to Andrew Brent – all completed. 3/8.5 3/8.6</p> | |
| 4/2.2 | Approved as a true and accurate record. | |
| 4/3.1 | <p>CEO Report: Information was requested last time around recovery curriculum which is included, focusing on key elements and PSHE mental health activities. It was noted that the Deb Wring reports are on the portal in detail and summarised in the report and questions were invited.</p> <p>It was reported that the Vulnerable Children Committee looked at a different way of reporting data so only reported Half Term 4 (HT4) and schools were closed for part of this. Significant impact around SCR and safer recruiting at ER and the team has been working on this. A review has been booked for mid-July and it is hoped that things are in place to hand this responsibility back to the TCS LGB after that. Year 11s at ER leave on Friday so assessments are being completed. KQ met with TCS ER Head this morning. Next time to report on pupil learning and progress data. All using Babcock model and same past papers.</p> <p>Q: Sexual assaults in schools was on the news this morning and awareness raised that some schools don't know how to deal with this. It would be advisable to request some further data to make sure we are prepared for a response to parents and governors as this is a serious question. TS stated that a survey was conducted by NASUWT and BBC and teachers are unsure where to start. TS and KQ have discussed this and it will be an item that Ofsted look at in an inspection. Agreed there is a need to start CPD for teachers so they recognise sexual harassment and know how to deal with it.</p> <p>Q: Could you talk about the FTE at ER? There seem to be a lot. KQ confirmed this is HT4 data. We are now approaching end of HT5 and KQ is now closer to the exclusions here as she receives notification of them. Potentially 10 children at ER that are high tariff and exclusions are not working so can unfortunately see some PEX requests coming to the LGB in the latter part of summer. National behaviour data are always a year behind so interested to see what is happening in other schools. The Principal is looking at reviewing internal support. Behaviour policy rewrites and changes in leadership have not helped.</p> <p>Q: Is there any support for these students for what is underneath the behaviour? KQ responded that services were overwhelmed before Covid and now have long waiting lists. Trying to work with Devon Inclusion Officer who has not turned up for meetings arranged this week.</p> <p>Q: Is there any evidence that the students are in trouble out of school and do you get that information? KQ replied TCS work very closely with the local police who have seen a reorganisation of their team so there is a new Sergeant and Community Support Officer in Teignmouth. The students are known out of school.</p> <p>Q: Is there anything we have learnt from remote learning that has been taken back to the onsite learning offer? KQ stated the positives from this experience will not be lost. All schools will retain remote parent evenings as a trust-wide initiative which allows all parents to access the evening from wherever they are. Staff have upskilled with the use of learning platforms and setting of homework. Data at the moment is suggesting those children who have been in school have made really good progress as they had interface with teacher in small group way.</p> <p>Q: Discipline issues not just year 11, also 10 and 9. What support can the LGB give? Q: Are we still thinking about someone like a social welfare officer visiting families in difficulties? KQ responded there is no funding in the school budget available but the trust team are discussing having more capacity next year to bid for external funding. Discussed with other heads in the area. Have previously been successful at ER bidding for charity trust work around promoting attendance and reducing exclusions.</p> <p>It was felt Fixed Term Exclusions (FTE) are not the answer and concern was expressed that this is being used to this extent. A positive plan is needed once students return to school from a FTE.</p> | |

| Item | Content | Action |
|-------|---|--------|
| | <p>Q: Responses to working from home. What was the response rate? KQ confirmed this was good – in the 90s across the school. TCS ML figure was 95% of parents/carers. Collected information as part of the parents evening and children were polled in tutor time so those responses were good as well.</p> <p>Q: How do you feel in terms of reliability of the responses? KQ stated the proof will be in the results in terms of how effective the remote learning was and comes down to children’s independent skills. There is good data in early years and phonics. Middle section of primaries is more difficult as they are mastering maths and vocabulary, and Years 5-8 have a degree of independence, looking at webinars and self-managing. Year 9-11 has seen a drop off in motivation and participation with not doing GCSEs, and Sixth Formers are looking to go on so a mixed rate.</p> <p>Q: What are we going to pick out of this to be useful in future? KQ responded that home learning activities that can be set online and parents can participate. There has been a huge improvement in the quality of what has been set by teachers and how they interface with and gauge parent feedback.</p> <p>Q: KK hasn’t got the data set out in the same way and said no formal questionnaire was made. Is it a good idea to move towards all schools doing the same responses? KQ advised that all schools were asked to do a questionnaire of some description and were allowed to choose how they did it. KK used their parent community forum meeting which is different to the other schools. There is also an issue at one of the schools with internet connection. <i>CM joined the meeting and was welcomed.</i></p> | |
| 4/3.2 | <p>Financial Summary: On the portal and was discussed in FAR committee as it is directed by them. The Trust is highly regulated and recently had external, internal and ESFA audit. KQ wanted to capture the learning from this so pulled together in one document all the key action points to work on over the next twelve months. Questions invited, but none was posed.</p> | |
| 4/4.1 | <p>Finance, Audit and Risk Committee: Minutes are on the portal and PL highlighted key issues. Budgets look positive but need to remember these are not normal times. Need to ensure the money allocated from central government is ringfenced and there is a commitment to spend it. <i>JN joined the meeting.</i> Cash in the bank is in a positive position and the Trust is looking at the possibility of investing some surplus funds. Concerns around catering and Alive with OES which needs to come more under review going forward. Keen to look at outsourcing for Alive and also financial possibilities of catering and cleaning. Position will be clearer as budgets are put in place for 2021-22. Questions invited and JN was invited to add anything further. Risks around OES will be kept under review month by month.</p> <p>Trustees unanimously APPROVED the appointment of PL as Chair of the FAR Committee, and SJ as a member of the FAR Committee and it was confirmed that CM will remain a member of the FAR Committee.</p> | |
| 4/4.2 | <p>Performance Committee – update from the meeting of 6 May 2021: KY had an official and an informal meeting with the Head and Deputy Head of TCS ER which drilled down into the assessment procedures and where the school had got to on Ofsted action points. Meeting was very positive and they are very aware of what needs to be done and what has been done. KY left the meeting with an understanding of cyclical review requirement. Report from Deb Wring was very helpful for that meeting. KY updated Trustees on meetings with Heads of Maths and English. KQ stated that the Deb Wring work has been very timely and looking at 14 and 15 of June for a two-day deep dive review into English, Maths and Science, also picking up the 5 priorities from the Ofsted report. Plans are reflective of where improvements are needed but need evidence now that these are working and the review will give some. SLT are now being assigned specific responsibilities which will release the Head. Challenging questions are asked at this meeting.</p> <p>Q: Are you convinced that Head is understanding the idea of genuine delegation? KY replied that delegation has begun but is not yet where it needs to be as the SLT are inexperienced SLT and need explanation. This question will continue to be asked. A 360-degree review will be undertaken with each of the SLT at ER next half term with a view to that feeding into their professional development plans in their appraisals and how much investment the Trust</p> | |

| Item | Content | Action |
|-------|--|------------------------|
| | <p>and LGB need to give to those individuals. Will be working with other partners, attending training, sharing and collaborating with other schools as restrictions open up.</p> <p>Q: Where are we with Science in terms of teachers not wanting to teach across the science?</p> <p>KY stated that the Head had highlighted an error in the report that staff were happy to teach across KS3. There were historic timetabling issues last year which have been addressed this year with a new timetabler who is being mentored and understands the wider school priorities. Staff will be told very clearly that they must teach across the sciences.</p> <p>KQ stated evidence needs to be seen now teaching double award and this department will continue to be monitored. Deb Wring will review science in her visit.</p> <p>Action: KY and KQ to pick this up when they next meet with ER Head.</p> <p>There had been a request for the discussion at this committee to broaden to consider the primaries. KQ advised that the primaries have had no data to look at which will be available for summer term and will be looked at the next Performance meeting. KY looked at primaries for SWOT Analysis.</p> <p>Action: KQ to circulate work done by KY to Trustees on primaries.</p> <p>KQ advised that the primaries will be looking at gaps from remote learning. There will be standardised assessments in the primaries with them all doing the same papers in the summer.</p> | <p>KY/KQ</p> <p>KQ</p> |
| 4/4.3 | <p>Vulnerable Children Committee – update from the meeting held on 4 March 2021: Letter sent to the ER Head after the meeting in March was shared on the portal along with the minutes. Concerns this term about ER with SCR, recruitment, etc. JJ met again with the Head and challenged about the issues. Feedback was there was disappointment in the Jane Lake review exposing issues but the member of staff responsible was absent. JJ had asked the Head about plans to ensure this was rectified and kept up to date in future. The responsibility has been given to another member of SLT who has previous experience of this and support will be given to the member of staff doing the checks and paperwork. KQ confirmed the files have been worked on daily for the past two weeks and the member of SLT has been spoken to about picking up SCR and safer recruitment which will also give a gender balance in that department from July. JJ advised that next month the Committee want to focus on post-Covid recovery and primaries in their safeguarding visits and asking what has gone well and what are the ongoing concerns. Questions invited. None received.</p> | |
| 4/5.1 | <p>Risk Register: Financial risks section (pages 17-24) was reviewed by the FAR Committee and recommended to the Board for approval.</p> <p>A lot rests around normal housekeeping, for example RAGing of registers and actions and encouragement not to become complacent with amber items. Timely submission of monthly management information means things are more up-to-date from a proactive point of view and thanks were given to JN and the finance team. Know budgets are tight and have to plan in advance to ensure the right resources are in the right place to address issues raised.</p> <p>It was noted that the auditors are starting to play a vital part and there is more understanding of the Trust by them. Advice and recommendations are welcomed. PL stated he is happy to recommend the ratification of this risk register to the Board and invited questions. JN advised Trustees the Trust is in the second year of relationship with Thompson Jenner as internal auditor and feel this year has become developmental in our processes which is very useful. Positively moved our practice on and added a level of assurance. The function of Thompson Jenner is different from our formal accounts auditors who are Francis Clark and the focus there is on the numbers.</p> <p>General point from SJ about looking at format and structure which KQ had talked about. Suggest some are not risks but issues and putting timeframes around actions to monitor and drive forward and have a priority list of risks. KQ will be working on this after half term. A new orange book has been published around risk management for academy trusts and KQ will look at what other trusts are doing to give a slimmer version of the risk register with the key priority risks.</p> | |
| 4/6.1 | <p>Risk Assessment forms for changes to guidelines from 17 May 2021: These were uploaded to the portal for review. Updated to reflect changes around wearing of facemasks for children where they can if they wish but are no longer compulsory. Wearing of facemasks by staff are still compulsory in communal areas. Allowance for after school extracurricular activities after half</p> | |

| Item | Content | Action |
|---------|---|--------|
| | term. Visitors are now allowed to visit and interviews are permitted. Biggest change is ER around students wearing facemasks and primaries are just a refinement. | |
| 4/6.2 | <p>Potential Link Trustee for each School: TS explained that other Trusts do this and a nominated link between the schools would be a two-way line of communication. The responsibility would include attending some LGB meetings, speaking with the Head and transmitting what the Trust are about. TS asked if Trustees agreed in principle and if anyone would like to volunteer. Trustees unanimously supported this suggestion and the schools will be advised of their link Trustee as soon as they are agreed.</p> <p>Action: GW to send out aide memoire about what to do and how to form the role.</p> | GW |
| 4/7.1 | <p>Comms sheets from LGBs: These sheets are all on the portal. All the questions raised are operational and KQ and GW are working on the replies.</p> <p>The formal business is to ratify 2 appointments made to the LGBs: Robert Baker as a co-opted school governor for KK; and Jane Russell as an Associate Governor at TCS for a term of one year with specific assignment to the EOC Committee. Their information is all on the portal. Unanimously AGREED.</p> <p>KQ suggested that link trustees for each school could take this on now and the comms sheets could cease as they were originally set up as communication to the Board.</p> <p>Action: This to be communicated to the LGBs within notification of their link trustee.</p> | TS |
| 4/8.1-5 | <p>Policies and Procedures: Four updates to policies and fifth is a business continuity plan as recommended from the internal auditor. All are on portal. Complaints Policy has been reviewed and split into two adding DfE guidance around Managing Serial and Unreasonable Complaints. Adjustment to School Staffing Structures is old and was on the list to update. Equality and Diversity Policy is updated. Business Continuity Plan will sit in the office between KQ, SD and JN for course of action if needed. This becomes populated if there is an issue and around a sequence of catastrophic events to allow the Trust to continue business in spite of that.</p> <p>Questions or comments invited. None received. All documents were Unanimously AGREED.</p> <p>Action: GW to inform Heads and upload to Trust website.</p> | GW |
| 4/9.1 | <p>Governance Review: Points largely completed with some that will be carried on for summer review around training programme, link trustee and induction pack for new governors which GW is rolling out. TS commented that there are now 3 distinct levels of governance and this is a good model that works well. Members met last week and there is an amendment coming to the Articles to ensure the Chair of Trustees is not a Member or Chair of the meeting.</p> | |
| 4/10.1 | <p>Next meeting: It was agreed this would be offsite with lunch afterwards for Members and Chairs of LGBs as a thank you for everyone's support and hard work this year.</p> <p>Action: GW to organise.</p> <p>Adjourned at 10.50 am to reconvene in Part II.</p> | GW |