

MINUTES
of the Full Board meeting of the Trustees of Osprey Learning Trust
held on Tuesday 12 October 2021 at 10 am
at Bitton House, Teignmouth

Present:		
Name	Title/Role	Initials
Scott Deeming	COO	SD
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
Steve Jackson (from 10.45 am)	Trustee/Member of Finance, Audit & Risk Committee	
Katy Quinn	CEO	KQ
Paul Lilley	Vice Chair of Trust Board/Chair of Finance, Audit & Risk Committee	PL
Chantelle Mashiter (via Teams)	Trustee/Member of Finance, Audit & Risk Committee/Link for Careers	CM
Jon Newman	CFO	JN
Tony Smith	Chair of Trust Board	TS
Katie York	Trustee/Member of Policy Review Group/Chair of Performance Committee	KY
Gaby Willis	Clerk	GW
Apologies:		
Babette Fuller	Trustee/Member of Performance Committee	BF
Sam Trevorrow	Trustee	ST
Absent:		
None		

Key to acronyms:

DSL	Designated Safeguarding Lead	CPOMS	Child Protection Online Management System
EDEN	Exeter Diocesan Education Network	KK	Kenn CofE Primary and Kenton Primary
FAR	Finance, Audit & Risk Committee	PAN	Pupil Admission Number
LGB	Local Governing Body	SCR	Single Central Record (for safeguarding)
SIP	School Improvement Plan	TCS ER	Teignmouth Community School (secondary)
		TCS ML	Teignmouth Community School (primary)

Item	Content	Action
	Meeting opened at 10 am and TS welcomed everyone.	
21/1/2.1	Apologies: BF and ST. SJ joining at 10.45 am as previously agreed.	
21/1/2.2	Declarations of Interest: None declared.	
21/1/2.3	Election of Chair for 2021-2022: GW took the Chair and confirmed that one nomination for Chair had been received from TS. Proposed by JJ. Seconded by PH. All in favour. Duly APPOINTED. GW passed the Chair to TS.	
21/1/2.4	Election of Vice Chair for 2021-2022: TS confirmed that one nomination for Vice Chair had been received from PL. Proposed by KQ. Seconded by TS. All in favour. Duly APPOINTED.	
21/1/2.5	Dates of Future Full Board Meetings: It was agreed that all Full Board meetings for this academic year would be held at Bitton House in Teignmouth in the same format as today. Dates of these meetings are: <ul style="list-style-type: none"> • 14 December at 10 am • 15 February at 10 am • 17 May at 10 am • 19 July at 10 am Action: GW to book Bitton House and confirm to Trustees.	GW
21/1/2.6	Appointment of Trust Committees and Groups: No changes proposed to the current structures. It was agreed that the Committee Chairs for 2021-2022 will be: FAR - PL Performance – KY Vulnerable Children – JJ Policy Review Group - PH and KY. BF was appointed to the Performance Committee.	

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21/1/2.7	Terms of Reference for Committees 2021-2022: These have been reviewed by the Committees and circulated to Trustees in advance. AGREED.	
21/1/2.8	Link Trustees for 2021-2022: These were agreed as follows: Careers - CM Ethos - PH Operations - currently ST but as there have been no communications on this and there are more and more operations picked up in FAR Committee, it was agreed to include this link in that committee. Mill Lane - JJ Exeter Road - CM Kenn, Kenton and Cockwood - PH	
21/1/2.9	Register of Interests: No changes reported.	
21/1/2.10	Code of Conduct: These are on the website and portal. Signed by Trustees and returned to the Clerk.	
21/1/3.1	Matters arising from meeting held on 20 July: All items are included in today's agenda or completed.	
21/1/3.2	Accept minutes of previous meeting as a true and accurate record: Unanimously ACCEPTED.	
21/1/4.1	<p>CEO Report: Circulated in advance. Only had 5 school weeks since last met. All children returned to school in all settings and Heads reporting positive return to normal life. Still experiencing a small number of Covid cases. ER has been allocated next week for the first tranche of under 16 vaccinations organised by the NHS vaccination team. Other illness than Covid are currently causing more staff disruption and finance will continue to be monitored going forward in terms of supply, and possible shortages with the impact on teaching and learning. Ofsted inspections have recommenced nationally and are heavily focused on curriculum intent - links to more information are contained in the CEO report. Training will be arranged for after half term for Trustees and Governors in preparation for visits, particularly ER, with threads for Devon.</p> <p>Key initiatives are starting across the Trust such as an oracy project to form a youth parliament at ER in the summer; and Rights Respecting Schools Award with the intention for schools to reach the bronze award this year. A working group for all champions has been formed. A joint music event is to be held at Powderham Castle with activities in primaries, workshops and a showcase to give a sense of belonging to the Trust. A sports related event will be hosted by the sports coordinator in the local community.</p> <p>Q: Will the event at Powderham include arts, music and drama? The things that schools haven't been able to cover during Covid. KQ confirmed a meeting will be held next week to discuss this but there will be a range of different music styles and instruments. Head of Music at ER, who has lots of links with Plymouth University, is leading on this.</p> <p>Primary reviews/deep dives are taking place next week. The ER review will be held at the end of November focusing specifically on behaviour, culture and ethos to follow the improvement plan in place there and working with a Director for Inclusion and Behaviour of another Trust.</p> <p>A Trust-wide safeguarding policy has been produced and is on the agenda for adoption by Trustees today, following review by the Policy Review Group. This is now in the Academy Trust Handbook and has been discussed in depth at the Vulnerable Children Committee. SD will meet with the DSLs to launch this. A large step forward has been seen in bringing a consistent approach to the tracking of data and CPOMS under one Trust banner.</p> <p>HT1 first data measure will be looked at in the Vulnerable Children Committee in November and will report to the Trust Board in December.</p> <p>Questions invited. Q: Can you explain figures for admissions? KQ explained this is different this year so the report includes the number on roll and in brackets the capacity figures, what the PAN is in year groups, and variants. There are two big year groups leaving KK and small groups coming in, and ML saw a drop in numbers in their reception intake. Increasing numbers is on their SIP and the Trust agenda as a priority. Another nursery provision has opened in</p>	

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	<p>the town which has affected ML numbers and a lot of work is being done with Forest Tots to encourage children into reception at ML.</p> <p>Disappointing retention figure in Sixth Form with school closures hampering attempts to speak to Year 11s. KQ advised the need to monitor pupil numbers for finance/budget going forward.</p> <p>CM expressed interest to be involved in sixth form retention work and felt it would be worth keeping in communication with learners who have gone elsewhere to ensure they know they can return if they wish. With the right ethos in school where children are happy, they will want to return. KQ stated the current Year 10 and 11 is over 200 in each year so there is an opportunity there to retain more students into the Sixth Form and messages and communication to the current Year 11s is important. SD and JN are working on the student experience with a new café offer and rebranding to give social space.</p> <p>Q: Curriculum intent – felt does this statement stand up. Concern what is the pathways offer? Is there good careers advice? What is the careers programme at ER. Would like to know more about this.</p> <p>KQ advised that the primaries have worked together to develop their curriculum intent and that Trustees can interrogate that further.</p> <p>Q: Safeguarding TCS Mill Lane, what is the monitoring by Trustees at offsite?</p> <p>KQ replied this refers to children going to a specialist provider perhaps one day per week which is monitored to ensure that provision is Ofsted registered.</p> <p>Q: Who is it that monitors?</p> <p>KQ stated this is JJ (Safeguarding Trustee). A meeting has just been held with the TCS LGB and they will be undertaking checks as well. SD confirmed in terms of the SCR, local governors, and JJ and her team carry out the monitoring.</p> <p>Q: Does that include home-schooling?</p> <p>KQ responded that is picked up by the local authority.</p> <p>Q: If some facilities are good that are not Ofsted regulated, should we give advance notification to get them to register?</p> <p>KQ confirmed one that caused facility that had raised concern is now Ofsted registered. The preference is to have the students on site.</p> <p>TS emphasised the Ofsted element of the CEO report and that Trustees must consider that Ofsted could come to ER at any time, and any of the Trust schools. GW circulated the new Ofsted handbook last week and Trustees are requested to look through this please. Noted that the interest is ethos, culture and curriculum as opposed to data. Performance and safeguarding will be a major focus.</p> <p>Action: KQ to circulate some recent reports to show thread. <i>SJ joined the meeting.</i></p> <p>Q: Do we ask on a regular basis for student feedback and are we getting evidence that would suggest not aligned?</p> <p>KQ confirmed this is done through student voice and there is concern at the Performance Committee in this area. Good plans are being seen, but are not getting through to the children for some reason.</p> <p>Q: Are there some key messages we need to get out and are they transparent to everyone to get everyone using the same language?</p> <p>KQ advised the secondary is very subject specific so more complicated than primary. Comes very much from your intent, which is about the type of curriculum you are offering. ER requires more rigour and gap analysis of teachers knowing the students in front of them, ensuring lessons are taught well and children have pride in their work, and holding to account.</p> <p>Q: Do leaders from different departments do peer review and is that netting results?</p> <p>KQ stated this is done and a deep dive model was used which all curriculum teams took part in last year. Feedback was that targets need to be more rigorous.</p> <p>Q: How are those findings escalated up?</p> <p>KQ advised they are looked at by the Trust and given clear targets, but needs the Head to hold leaders to account. Quality and holding leaders to account is being worked on with an external person with Head and SLT.</p> <p>A lot of compassion has been given to staff during Covid and now things need to move forward.</p>	<p>KQ</p>
21/1/5.1	<p>FAR Committee Report from meeting held on 29 September 2021: The minutes of this meeting are on the portal and PL highlighted some of the main discussions. The management accounts were</p>	

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	<p>reviewed. Traditional challenges around costs regarding supply has seen a change as school closures have created a surplus but there is a possible need to spend more going forward going into winter. The predicted year-end surplus was better than anticipated and JN was thanked for doing an excellent job managing the budget. PL expressed concern that costs will be under greater scrutiny with a finite amount of income going forward and there is a need to be critical to ensure everything spent is where it is needed and controlled. CIF bids at ER were successful and this is encouraged to improve the infrastructure of schools. Delegated responsibility for finance monitoring of TCS was handed back to their LGB and PL and JN will monitor this and support where necessary. ML has contracted out caretaking and this will be monitored to see how successful it is.</p> <p>Cash surplus of £1.2 m, which is a much-improved position, but a tight eye is needed on costs. OES planned to be at break even which is a good outcome considering the challenges of the last 12 months, with catering and Alive the main areas here. Pay award has been approved at 1.5% for support staff but need to be mindful of any implications for cost and JN and PL will monitor this carefully over this year. Inflation and interest rate rises are anticipated. The teachers' pay award is predicted to be zero but the school teachers pay and conditions document is still awaited – it is never this late and this is difficult to manage. A 2% increase was allowed for in the budget and it was felt it would be interesting to see the effect of the government's pledge to put the starting salary for teachers up to £30k.</p> <p>PL advised a good presentation was received from the internal auditors and he took away from this the information about risks which have financial implications to them. It was suggested going forward those risks be clearly identified and a financial cost be put against them to be proactive rather than reactive.</p> <p>Action: PL and JN and SJ to work on this.</p> <p>Thanks were given to the FAR Committee and JN for their continued hard work with recognition given to the present position.</p>	
21/1/5.2	<p>Performance Committee Report from Meeting held on 23 September 2021: The minutes from this meeting were circulated via the portal and KY gave a brief overview. A range of areas was delved deeply and the committee as a group still feel uneasy about inconsistency across many areas at ER and green shoots not growing as quickly as would be liked. A new assessment programme has been launched and re-teach week, which could be very powerful, but there are reservations about this as it requires a lot of skill from class teachers and a good knowledge of each child to see how it would be useful to every child in the class. This process will be scrutinised very closely at the next meeting. There is also a concern about the lack of tracking of gaps at the secondary, compared to the fantastic programme at the primaries. KQ advised the ideas at ER are very thoughtful, but there is concern about differentiation and this needs to be looked at.</p> <p>KY had raised the issue again about a range of groups that ER needed to focus on to motivate them but that didn't seem to happen despite it being raised previously. Concern was voiced over a lack of urgency and less than satisfactory response to some questions raised during the meeting which it was felt need to be included in staff performance appraisals.</p> <p>Questions were invited on the secondary and there was acknowledgement of a generic issue at ER which needs to be rectified sooner rather than later.</p> <p>Q: Is there a similar thread going through other secondaries across the UK with this group of students being disenfranchised during Covid? Is there more work we can do to build these students back up?</p> <p>KQ agreed Covid has had an impact on all schools but feedback from other CEOs and Heads are that a secure foundation with clear expectations and a common message and buy-in from staff and communities has helped. ER was in a Requires Improvement category at the last inspection so was not as strong in this area with inconsistency and a reluctance among leaders to challenge staff. The Committee will be looking to see improvement at the end of the calendar year.</p> <p>KY reported a presentation was received from SD on Target Tracker for primaries which is a great tool for comparisons within the Trust, and both locally and nationally. The system reduces teacher time in record keeping and staff have all bought into this. SD is supporting and training KK. Target Tracker enables valuable record keeping and identifies gaps in learning. It has been introduced well and it was suggested other secondaries be asked whether they use anything like this. KQ confirmed joined SWIFT this year which covers a large area and this can be tapped into for information.</p>	

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	<p>Action: KQ to follow this up for next time. Questions invited. None received.</p>	KQ
21/1/6.1	<p>Risk Management: School risk registers were circulated in advance which feed into the Trust register for consistency. The Trust register was reviewed at the end of last year.</p>	
21/1/7.1	<p>LGBs: Cockwood – The following appointments were approved: Nick Tallamy - Chair of Governors for 2021-2022 Carla Custons-Cole – Co-opted Governor for a term of 4 years</p>	
21/1/7.2	<p>Kenn and Kenton: The following appointments were approved: Jan Caig – Chair of Governors from September 2021-December 2021 Michelle Addyman - Staff Governor for Kenn</p>	
21/1/7.3	<p>TCS: The following appointments were approved: Mark McCarthy – Chair of Governors for 2021-2022 Karine Davies – Vice Chair of Governors for 2021-2022</p>	
21/1/8.1	<p>Admissions Arrangements for 2023-24: Draft policies were circulated via the portal and have been through the LGBs for comments. Essentially there are no changes from previous years and no changes to the admission criteria. The policies will go to community consultation between 1 November 2021 and 7 January 2021 and will then come back to the Trust Board in February for final approval. DCC carry out the admissions service for us and ensure we are compliant. The Trust could have its own admissions panel but it is not considered necessary at this time as the job done by DCC is good.</p>	
21/1/9.1	<p>Covid RA100s: On the portal. New forms on children returning to school. Removal of bubbles and how schools are managing. Many primaries schools still operating different lunch and break times. Secondary have different social areas for year groups. RA reviewed by LGBs and will continue to ask them to do so. Previous to summer was on 2 weekly cycle as things were growing, would suggest half termly to tie in with health and safety visits. Action: communicate this to LGB Chairs. Review if circumstances change.</p>	
21/1/10.1	<p>Policies and procedures: Lettings Policy: small changes there to include car parks and a couple of small amendments. ADOPTED.</p>	
21/1/10.2	<p>Child Protection and Safeguarding Policy: SD harnessing one Trust sg policy in our approach. Looked wider than Devon for view of this policy for it to ensure best practice in line with KCSiE. Meeting with DSLs for each trust school tomorrow to roll out. Appendices at back with sg statements and key contacts. School teams have a number of policies also listed in back of Trust one that are school specific. Message will be staff need to know where to access it and refer to it. CPOMS now in all Trust schools which is the online child protection tool and looking at wider development of this within the schools. PRG looked through it and found it robust. ADOPTED.</p>	
21/1/10.3	<p>Appraisal of Teachers and CEO/Headteacher Policy: JN recently updated support staff appraisal. Had done this as expanded Trust so it is to update the terminology and change title of Principal to Headteacher. ADOPTED.</p>	
21/1/10.4	<p>Equality Statement: Statement has to be published annually and was looked at last summer. It is on the website and no changes are proposed. AGREED.</p>	
21/1/10.5	<p>KCSiE: SD stated it would be desirable for Trustees to read more than the Part 1 to have a full set of information. There is a link to the whole document on the portal, and Part 1 was circulated at the beginning of September. Trustees have returned forms to confirm this has been read. It was confirmed that all staff, governors and trustees sign to say they have read this and knowledge is tested within the schools via quizzes, etc.</p>	
21/1/11.1	<p>Training and Visits: Safer recruitment training was undertaken with Jon Galling of Babcock. PL attended virtual webinars. Action: GW to research and find more Trustee based training and circulate in-person training opportunities.</p> <p><i>Meeting moved to Part II</i></p>	GW