

## MINUTES

### of the full meeting of the Local Governing Body of Teignmouth Community School held on Thursday 11 July 2019 at 6 pm in the Principal's Office, Exeter Road.

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| <b>Present:</b> | Karine Davies (Governor)<br>Mark McCarthy (Governor)<br>Mark Moore (Vice Chair)<br>Vic Millard (Chair)<br>Sarah Minty-Dyke (Governor)<br>James O'Connell (Principal, ER) | Katy Quinn (Principal, ML and CEO)<br>Sarah Sabourin (Governor<br>Responsible for Safeguarding)<br>Mike Stean (Governor)<br>Gaby Willis (Clerk) |
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|                 | VM opened the meeting at 6.05 pm and explained due to time constraints for some attendees the agenda would be moved around.   | <b><u>Action</u></b> |
| <b>11.07.01</b> | <b>Apologies for Absence:</b> Luke Williams (LW). Accepted  |                      |
| <b>11.07.02</b> | <b>Declarations of Interest:</b> None.  |                      |
| <b>11.07.03</b> | <b>Minutes of Previous Meeting (23/05/19) and Action Points:</b><br>Minutes of meeting were considered and action points relevant to LGB reviewed.  |                      |
|                 | 23.05.04 – Noted that Chantelle Mashiter was appointed to the Trust Board at the EGM on 13 June 2019.   |                      |
|                 | 23.05.15 – KQ: Update on Trust foundation representatives. Currently these are Vic Millard and Pat Henchie, due to the alternative person discussed now unable to take up the role.<br>VM: July Trust board and LGB meetings are as scheduled and the LGB Terms and conditions are on the agenda for discussion at this meeting.<br>KQ: confirm date has been set for training across the MAT for Directors and Governors. This will be on 23 September, agenda tbc. Have invited Tatiana Wilson from Diocese to invigilate meeting. Also an opportunity for directors and governors from all schools in the trust to get together. Diocese will input around Christian distinctiveness at Kenn. Possible venue at TCS ER.<br><b>Action: KQ and JPO to discuss and agree venue.</b> | <b>KQ/JPO</b>        |
|                 | 23.05.07 discussion between KQ and JPO about gauging parent feedback from Review Day. Will c/f to next LGB meeting as Review Day is tomorrow.<br><b>Action: GW add to next FGB agenda.</b>  | <b>GW</b>            |
|                 | 23.05.08 KQ: much work has been done on establishing MAT central team. KQ is CEO, COO (Chief Operating Officer) is Scott Deeming from 1 July and Jon Newman will move into the MAT from 1 September in the CFO (Chief Financial Officer) role. Meeting with central teams of finance and personnel next week to update and give clarity.  |                      |
|                 | 23.05.08 Safeguarding – on agenda.  |                      |
|                 | 23.05.09 VM: advise Governors that the Members accepted and approved the proposal of Francis Clark as Trust accountants for next 3 years at AGM of 03/07/19.  |                      |
|                 | <b>Minutes of EGM of 13/06/19 (when separation of Board and LGB was made.):</b><br>Q MMc: Question for KQ, being replaced as a governor on the TCS LGB by the new head of school at ML. Who will you be accountable to?<br>KQ: The new head of school at ML will be accountable for the day-to-day running of the school. I am accountable to the Trust Board and my performance management will be carried out by the Trust Board –supported by an external education professional. In the recent past this has been Kevin Freedman – and it will be for the board to appoint him or a similar individual to support my reviews. Believe this will be carried out in September.  |                      |

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|                 | <p>Q MMc: For the LGB the Scheme of Delegation says that staff governors can't be more than 1/3 of total board. Do we need to be 12 in total?<br/>KQ: Yes that is the optimum.</p> <p>Q VM: Where are we at the moment in terms of balance of staff members on the LGB?<br/>KQ: At the moment we are over-subscribed. We have two schools operating with this LGB, so we require both principals and staff members. Have had no staff representation from ML for some time. Level is right with having two from each, but we need to increase the total numbers of Governors to achieve a proper staff balance.</p> <p>GW: We are out of balance currently, with ten governors in total, four are staff.<br/>MM: recruitment of new non staff governors is a priority.<br/><b>KQ: Dates of LGB meetings for 2019-20 have been emailed to all Governors by GW.</b></p> <p>Q VM: KQ could you update the current status on the chair's representative on the Trust board?<br/>KQ: advise that the meeting with chairs of joining schools has taken place to discuss who will be the Chairs' Representative. Not appropriate that it be VM so looking at one of the Chairs of Cockwood/Kenn/Kenton.<br/><b>Action: KQ to follow up by September.</b></p>  | <p>KQ/All</p> <p>KQ</p> |
| <p>11.07.10</p> | <p><b>Finance, HR and Estates Committee (FHRE):</b> (Minutes distributed electronically) Moved item up the agenda due to JN having to leave at 7 pm.<br/>VM: advise that he feels that for the title of this Committee the word 'Resources' should be replaced with the word 'Estates' for clarity of understanding. (No disagreement). Referred to minutes of the last committee (26/06/19) meeting – distributed electronically. Highlight need to progress the website. JPO: A lot of work is being done on website development to help give a stronger marketing thrust. KQ: A member of ER staff has been secured through MAT funds for 12 hours a week from September to work on the website, which should improve its timeliness and strength. This person will be the central point of contact and ensure the site is administered and updated regularly. Some great ideas developing already.</p> <p>Q MMc is there any benefit of scale doing it across all the schools?<br/>KQ: The person taking on the role at TCS already works for Kenn, Kenton and Cockwood on their websites - so there is potential consistency there.<br/>MM: query that Google indicates that TCS doesn't exist anymore?<br/>KQ: confirm that VM has already highlighted this, and the website designers will be picking this up before the end of term. We have also started transitioning onto a new network. Google quirk appears to be that once the new website has been 'hit on' several times it will move up the search list.<br/><b>MM: suggest a mirror page would addresses this.</b><br/><b>Management Accounts:</b> Copy of month 9 accounts distributed electronically.<br/>VM: as Chair of Finance confirm am happy with how well these are controlled this year. On target to be very close to hitting budget at year end. Likely that there may be a small c/f.<br/>Continuing concern as to management utilisation of cross-site working, particularly caretaking and IT support at ML. Committee continues to address this and a lot of work still needs to be done operationally to improve this.</p> <p>Q MM: Starters and leavers. Do we have a plan of how we will welcome new staff to the LGB/Trust? Used to have a Directors welcome meeting. Has there been any discussion around this?<br/>JPO and KQ advised that there were no plans in place for this, and JPO asked what had been done in the past.<br/>MM: It was an evening event, with governors, leadership team.<br/>KQ is that a Teignmouth Community School event or a Trust event? Think it is quite special to TCS.</p> | <p>KQ</p>               |

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| <p><b>Action: JPO and KQ to discuss with Personnel Officer. Consider whether this might be appropriate but give thought to whether it is realistic with the potentially very low number of new starters.</b></p> <p><b>Budget for TCS for 2019-20:</b> JN: refer to summary ER ML Combined sheet and ML/ER 5year breakdown sheets. (Distributed electronically in advance). Summary indicates balanced budget. Total income (2019/20) £7.7 million. Staff expenditure just below 80%. Budget assumes no c/f from the current year. Reserve is currently £70k, plus potential underspend from this year. Anticipate a modest underspend which will not be confirmed until annual audit from Francis Clark. Worked hard to control costs this year. Detail of income and expenditure is shown on breakdown reports. Advise this budget has proved as tough a year as I can remember, particularly for ER. Absorbed some quite big costs - teachers' pay award higher than anticipated, and significant increase to support staff costs with the new NJC pay award in April. Other element of that is auto-enrolment on workplace pensions which means the proportion of support staff has gone from around 50% to nearer 90%. For each colleague we make a contribution to their pension. Contribution to teacher pension has gone up to 23.8% which is 7% more of salary for every teacher. In next year getting additional amount called 'teacher superannuation grant' which will be £200k for ER and £41k for ML. Without that extra funding we would have been in a very difficult situation. With staff budgeting we would historically have a staff turnover of 10-15 teachers leaving. This year very low turnover. Very positive that staff are staying but budget has not moved as far since Easter as would have anticipated.</p> <p>VM: When the budget was analysed at the last FHRE Committee, a shortfall of £60k was indicated. It would be useful, JN, for Governors to understand how we are balancing that?</p> <p>JN: Still have some recruitment to finalise which may narrow the shortfall. Also have some unspent capital money which we can bring forward into the new year. Hasn't been spent and there are no plans to spend it. Will be about £40k so should get us to within £20k of balancing. Can pull back the £20k in one or two areas.</p> <p>VM: Advise Governors that JN has checked the appropriateness of applying this unused capital with the ESFA.</p> <p>JN: Going forward from this budget onward there is a sum of money that is applied to a central MAT budget. Similarly, some costs are now moving to the MAT from TCS. This is a new treatment – now that we are an expanded MAT. MAT costs and funding will be agreed at the Trust Board.</p> <p>JN: Student numbers for next year are 225 in Year 9, 210 in Year 8 and over 200 in Year 7- on a PAN of 180. Challenges with recruitment into the Sixth Form which would have made a positive difference. Lag in funds received per student increases in Year 10. Indication is more students in next year's Year 12.</p> <p>VM: thanks to JN. Questions?</p> <p>Q VM: Could the two Principals comment whether they are accepting of the budgets as presented and whether they feel they are workable for next school year?</p> <p>JPO: Accepting of budget, some difficult decisions have been needed, a number of roles are being moved around and some temporary contracts not renewed.</p> <p>KQ: accepting of budgets and nothing to add.</p> <p>Q MM: What is the present level of our reserves, and what should they be?</p> <p>JN: Under our previous trust (TLT) our reserves policy has been £200k. Some guidelines indicate one month's expenditure - which for us would be nearer £500k. Our approach has been one of keeping the reserve level tight and spending where needed on education of children in school. At the end of last year our reserve was £70k – due to, as the board were fully aware, the historic</p> | <p>JPO/KQ</p> |
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|                        | <p>loan to the Astro project and the unbudgeted overspend in offsite provision the previous year.</p> <p><b>Q VM: What, then, is the expectation this year?</b></p> <p>JN: Cautiously optimistic that will be slightly higher.</p> <p><b>Q MM: The aim is to move us back to around £200k?</b></p> <p>JN: Discussion for Trust Board as to reserves policy for the expanded trust. New schools have now joined and, although their budgets are relatively small, one has slightly higher c/f than anticipated. Crucially, the reserve funds that pertain to each school will be identified. Important for primaries so they know what they have available.</p> <p>VM: Our reserve position has been discussed in detail in every annual audit review meeting with our Francis Clark partner in the last 3 or 4 years. The response has been that it is for us to decide a level we feel appropriate in consideration of the potential risk of a lower figure against the benefits of spending on school operational needs. Francis Clark have lately expressed an awareness of a changed landscape – where annual funds have become so tight that many schools have reconsidered and moved to reducing reserve levels.</p> <p><b>VM: Will review at Trust board and discuss with Auditors (In Nov/Dec). Opinion that for TCS £200k target is reasonable.</b></p> <p><b>Q MM: How much of this data will remain with the LGB in the future? Helpful as LGB if we are better sighted on the impact of the budget and the reasoning behind the reserve levels.</b></p> <p>JN: Set a curriculum towards end of autumn, but budget information not available until April - so not precise. Didn't have any detail on things like teachers' pay grant. Set a curriculum last time that was possibly too expensive. Need good modelling now and to set a curriculum we can afford to staff.</p> <p>JPO: Get budget in summer term when a lot of decisions for next year are already made. Areas to look at are where to appoint and retain people on temp contracts. Done on a 'needs' basis - where people can be appropriately redeployed. This can be a difficult but logical process.</p> <p><b>Action: Agreed discussion to be had at EOC committee.</b></p> <p>Noted that KQ will be part of curriculum reviews.</p> <p><b>Vote to accept budget and propose its acceptance by the OLT Board: MM proposed MMc seconded, ACCEPTED by all 7 eligible to vote.</b></p> <p>JN left the meeting at 6.53 pm.</p> | <p style="text-align: right;"><b>VM</b></p> <p style="text-align: right;"><b>MM</b></p> <p style="text-align: right;"><b>VM/KQ</b></p> |
| <p><b>11.07.06</b></p> | <p><b>Behaviour Consistency (Kelly Ray):</b></p> <p>VM: Advise that this presentation is to aid KR in advancing her NPQH (National Professional Qualification of Headship).</p> <p>KR: requirement is to present the project to Governors, as relevant to advancing her senior leader development. The project is Behaviour Consistency. How we will QA, and the evidence behind it:</p> <p>Mental health issues are increasing. Summary presented on behaviour focus. Culture of 'logging' and form filling means less face-to-face with students. Need to relook at offer to students and ensure still giving adequate time and achieving the right balance. Feel most challenging students are taking up majority of the time. Feedback from staff is that BFL (Behaviour for Learning) approach is working but needs to be tweaked to be fit for purpose. Vulnerable children must be managed consistently and fairly. Huge demand on pastoral team from other staff. 480 child protection referrals in last year so pastoral coordinator and safeguarding team are constantly dealing with referral issues so not able to deal with matters such as uniform and lateness. JPO and KR have discussed thresholds for permanent exclusion. This discussion needs to be expanded to include KQ.</p> <p><b>Action: Strategies for BFL action plan distributed by KR for Governors to consider and comment to KR.</b></p>  | <p style="text-align: right;"><b>All</b></p>   |

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|          | <p>KR: Staff inset day in July invited a speech and language therapist into school to aid staff in understanding of attachment and child mental health. Contextual Safeguarding and BFL system training to be held in September.</p> <p>VM: thank you KR, and ask for questions:<br/> <b>Q VM: On the action plan you have supplied it indicates a review of 'impact' being as soon as October. Do you feel that is realistic in terms of seeing some impact by then – and are there dates for subsequent reviews?</b><br/> KR: Because we are under an urgent requirement to improve it is not acceptable to leave the review until December. In October we would be looking for initial measures of evidence. Small samples of student and staff voice. Getting better at open door policy of learning walks and staff feeding back. By December looking to have behaviour where it needs to be.<br/> <b>Q SS: So looking at October to tweak where needed?</b><br/> KR: Yes, want things to be where need to be by December.<br/> <b>Q MM: We have lost the 'language' of reward in this? Merit and reward and aspiring and modelling of good behaviours?</b><br/> KR: This is on the remit.<br/> JPO: Worked hard on that, and part of KR's remit is that. This project is about getting the BFL consistency and application. Very much on the plan as well. Vice Principal of Outcomes and KR are working together on rewards. Number of things in place for this, regrading effort scores, more actual rewards rather than just a rewards day.<br/> VM: Thanks to KR, .and good luck with the project in terms of NPQH<br/> KR left the meeting at 7.17 pm.</p> |  |
| 11.07.03 | <p><b>LGB handbook:</b> VM: met with KQ yesterday to finalise draft. Draft LGB handbook distributed (yesterday) electronically and hard copies of draft circulated at the meeting. Comments invited, although appreciate that not everyone will have had time to fully read the document.<br/> SS: It captures all the areas we need to be doing as an LGB.<br/> VM: It is constructed very much around the SoDA (Scheme of Delegation Authority). KQ: we need to consider whether we think this wording is sufficient for now, and then be in a position to review at a later date. It will need to be looked at annually in any event by the LGB.<br/> <b>Action: Handbook Approved. (Terms of Reference for committees need to be included - for next meeting.)</b><br/> MM: Feels like better governance if we have chance to review it. KQ: welcome feedback. SMD: If it can subsequently be tweaked then there is no issue.<br/> <b>Action: Feedback to KQ, VM and GW between now and next LGB meeting. Please do so sooner rather than later.</b><br/> <b>Action: GW to add item update on next meeting agenda. GW/KQ/VM to work on other committees Terms of Reference.</b><br/> KQ stated that the vision and Strategic Intentions on the front of the handbook were lifted from the TCS Strategic Intentions bubble chart and can be reviewed at any point in the future.<br/> <b>Action: MMc suggested the Strategic Intentions chart as a document to sit within best practice and standing orders in the handbook.</b></p>   | <p><b>KQ/VM/<br/>GW</b></p> <p><b>KQ/VM/<br/>GW<br/>GW/KQ/<br/>VM</b></p> <p><b>KQ</b></p> |
| 11.07.07 | <p><b>Principals report ER: (distributed electronically in advance)</b><br/> JPO: Note that predictions for Year 7 are difficult to assess due to newness of pupils to the school. Not much gap in which teachers are grading in Year 7, 8 and 9. Gap is bigger in Year 10 and 11. Consider that widening gap is a combination of, as pupils get older, teaching deteriorates and, some disadvantaged students lose incentive? Students in Year 11 and 10 now have experienced a period of school turbulence which may have had an effect but we are on target trend now.</p>   |  |

Q KD: Looking at numbers low ability and high ability looking at Y7 and 8 and later years, lot more higher ability in later years?

JPO: Difficult to unpick in way primaries are assessing students now and past 2 years is different to how current Year 10 and 11 were assessed. Am looking at this with leadership - one target 5 years ago was how well high ability students are doing. Isn't a similar strand across the board. All ds are underachieving whether low, middle or high ability. Question is why. Confidence, self-belief, aspirations? Looking at this particularly and thinking it is about having high aspirations.

Q VM: Despite it still being below what we need, feel that there had been an improvement in the ds performance. Can you quantify that?

JPO: Gap last year -0.64 and this year is better at -0.60.

SS: Restructure of the pastoral team should have considerable impact?

JPO: Everything is linked. Working on targeted DS strategy now. Main points of this highlighted. Governors will hear more of this next year through EOC Committee and LGB. Reduction of FTE (Fixed Term Exclusions) is the biggest challenge.

Q VM: FTE – though the total numbers are high is there a picture behind that of repeat offenders?

JPO: Yes, a lot of those students are repeating 2 or 3 times over a year and some within a half term. Established a set of criteria to see consistency with stages. 3 or more FTE in year, or 10 or more days FTE in total, triggers a stage 7 final warning and letter from the Principal. Have changed re-integrations and there is a much more detailed form of action plan and individualised plan for students who come back from FTE.

Q MM: Last year talking about one year being a real issue. Data suggest that one year on still the same issue?

JPO: These are vulnerable students.

MM: We are excluding students that are ds, and far more likely to be in that group. Against the context of a falloff in social care and provision, would imagine a lot of comparable educational establishments are falling behind?

JPO: High statistics across the board and ours are not the highest in Devon and other schools locally. Lack of resources outside and within school puts us between a rock and a hard place. Parent survey being analysed, student survey being analysed. Next Steps South West Survey highlights noted. Noted attendance is an issue. National average 95% Devon 94.1%. Exclusions data is a factor as they count as not attending. Next term looking at about 1060 students on roll.

MM: feel this is the best report Governors have had in terms of data and what is going on at ER and thanks to JPO. In all areas of shortcomings believe we are moving in right direction.

Q KD: Staff is biggest cost but also biggest asset. We don't report much on numbers of staff. Would like to get a sense of being supportive of staff. Is there something we can look at?

JPO: The FHRE Committee look at percentage of staff illness, long terms, trends. Wider issues in last training day ran sessions around staff welfare and mental health and this will be done again in the next inset day. Have statistics on teachers' absence rates and effectiveness.

KD: Concern when talking about staff leaving and being replaced with lower cost staff. Don't want to lose good teachers?.

JPO: Statistics in terms of teachers leaving and joining are included at the FHRE Committee – which is reported at this meeting.

SS: Asked a similar question at the FHRE committee and reassured it is very much appointments being made on merit not cost.

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|                 | <p>SMD: Could be that a very experienced older teacher who may be at the top of the pay scale is retiring and the best person for the job is a NQT. They are lower cost, but it doesn't mean they are not as good.</p> <p>JPO confirmed priority is to get best teacher possible and always go with the best person for the job.</p> <p><b>Q MMc: Targets on ER survey 80% parents happy with school and 70% teachers happy. Do we do this survey at both sites?</b></p> <p>KQ: Measure in staff turnover, absence. In previous years have carried out significant Kirkland Rowell survey to parents, children and staff. Very expensive so decided against those now. Parent forum will be started at ML in similar form to ER.</p> <p><b>Action: KQ to feedback to future LGB.</b></p> <p><b>MM: To support point to measure in both schools: Supportive of the slide around the KPIs. May be a L&amp;M discussion and bring back to the LGB? Would like to see something that values the SIs more.</b></p> <p><b>Action: JPO/KQ/VM/MM to discuss/consider.</b></p> | <p><b>KQ</b></p> <p><b>JPO/KQ/VM/MM</b></p> |
| <b>11.07.08</b> | <p><b>Principal's Report ML</b> (distributed electronically in advance)</p> <p>KQ: advise that Primary never had Ofsted scrutiny by subject before. From September moving to offer more planned scheme of a curriculum. Not followed national curriculum in entirety but with rigour of quality of education need to track skills more. Moving away from children choosing their topics. Allow for progression between year groups to be tracked. Headline figures for key phonics KS1 and 2 above national average. Based on teacher workload further review of marking and feedback. Note FTE 35 day lost, 18 of these days are 2 students. Noted this is an achievement to teacher's and TAs at ML given lack of specialist provision. Average attendance for primaries 96% so above Devon national. No questions.</p>   |   |
| <b>11.07.09</b> | <p><b>LGB Committee Structure:</b> VM: previously circulated proposal to establish a 'Safeguarding/Behaviours/CiC/Personal Development' Committee, which would be operated in the same way as the FHRE and EOC, with a formal minuted meeting structure and Terms of Reference. Have discussed this with relevant governors and both principals who all felt it would better manage the important issues involved than the previous mode of operating. This would allow principals to contribute to discussions and give a more effective forum for communications. VM: Is the LGB in favour of this change? <b>All agreed.</b> VM: Am happy to help with a first draft of TOR</p> <p><b>Action: SS to circulate several potential meeting dates, and with GW will confirm a first meeting date in September. (Confirm this before end of this term).</b></p> <p><b>Action: VM to offer draft TOR asap.</b></p>   | <p><b>SS/GW</b></p> <p><b>VM</b></p>        |
| <b>11.07.11</b> | <p><b>EOC Committee:</b> (Minutes distributed electronically)</p> <p>MM: Had extensive discussion around Sixth Form. Priority is to increase numbers. Asked for a better website and clearer recruitment strategy, and will look at this next time.</p> <p>Other key priority is making a difference to Disadvantaged Students. Looked at provision mapping at both ER and ML and a deeper clearer transition path which will potentially help students coming from ML to ER. Would be great if the other feeder schools would do this also. Invite questions. None.</p>  |   |
| <b>11.07.12</b> | <p>Safeguarding. SS: No report for this meeting but will start work on establishing the new committee format.</p> <p>VM: Not essential to report at this meeting – requirement is once per term. Look forward to new structure taking effect.</p>   |   |
| <b>11.07.13</b> | <p>Policies for approval: Uniform – JPO one amendment to existing policy: this to include wearing of shorts. Have costed tailored black shorts, with the TCS logo. Will be available to purchase from school and won't be a choice and will</p>   |   |

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|                 | <p>be the same cost as a skirt. Believe this addition is an essential requirement – particularly in hot weather.<br/> MM proposed acceptance, SMD seconded. All in favour. <b>AGREED.</b><br/> <b>Q MMc: What is the situation at ML?</b><br/> KQ: ML already allow shorts.<br/> <b>Action: Remove query about ML in the last page of the policy and advise staff, students and parents/upload to website accordingly.</b></p> | <b>JPO</b>    |
| <b>11.07.14</b> | <p><b>Governors Training and Attendance in School:</b> KD and MMc visiting both ML and ER next week. VM/KD/MMc/MS attended safeguarding training with ML staff during the recent inset day in July.<br/> <b>Action: Essential that all email GW to advise of any visits to school – as well as training attended.</b></p>  | <b>All/GW</b> |
| <b>11.07.15</b> | <p><b>Chairs remarks:</b> VM: A very informative meeting and thanks for all the contributions. First trust board meeting takes place next week, and we must work hard to maintain good communications. Wish everyone a restful and enjoyable summer break.</p>   |               |
|                 | Meeting ended at 8.36 pm.  |               |