

**MINUTES**  
**of the meeting of Teignmouth Community School Local Governing Body held on**  
**Thursday 12 March 2020 at 6 pm in the Library, TCS, Exeter Road.**

<b>Present:</b>		
<b>Name</b>	<b>Title/Role</b>	<b>Initials</b>
Karine Davies	Governor	KD
Jo Hussain	Publicity Officer	JH
Mark Moore	Vice Chair of Governors	MM
Mark McCarthy	Governor	MMc
Vic Millard	Chair of Governors	VM
Sarah Minty-Dyke	Governor, Staff, ER	SMD
James O'Connell	Principal, ER	JPO
Katy Quinn	CEO/Principal ML	KQ
Sarah Sabourin	Governor Responsible for Safeguarding	SS
Annabelle Thomas	Head of School, & Deputy DSL, ML	AT
Gaby Willis	Clerk	GW
Margaret York	Guest (potential new Governor)	MY
<b>Apologies:</b>		
Luke Williams	Governor, Staff, ML	LW

**Action**

VM opened the meeting at 6.05 pm. Welcomed MY as a potential new Governor and thanked her for coming. MY gave a brief introduction of herself and there were introductions around the table.		
<b>12.03.01</b>	<b>Apologies for Absence:</b> LW	
<b>12.03.02</b>	<b>Declarations of Interest:</b> None.	
<b>12.03.03</b>	<b>Minutes of the Previous Meeting and Action Points Arising:</b> VM confirmed that all action items are on the meeting agenda. Minutes agreed as a true and accurate record of the meeting and duly signed by VM as Chair.	
<b>12.03.04</b>	<p><b>Website Update:</b> Jo Hussain (JH), Publicity Officer presented a website update as requested at last meeting. JH advised increase in 'hits' on the website. Massive increase in Facebook engagement and followers. Very positive responses to what is going on in school.</p> <p><b>Q: What is meant by 'reach'?</b>            JH: Landing on people's news feed, engagement is actually clicking on it.</p> <p><b>Q: Which pages are visited on the websites?</b>            JH: A Google analytics has now been installed by the website company so will be able to track this now.</p> <p><b>Action: This tracking information to be presented to LGB in 3 months' time.</b></p> <p><b>Q: How does this compare to other schools?</b>            JH: Not possible to get data from other schools.</p> <p><b>Q: From your data the ratio of 'visits' to ER site are only double those of ML when there are more than 3 times as many students at ER?</b>            JH: Down to parents of younger children wanting to know what children are doing, looking at the photos, etc. Perhaps Facebook used by older parents whereas ML only using website as vehicle at the moment.</p> <p><b>Q: What is the strategy? Can we be sure we are focusing on what is most important? Income generation? Recruitment? Do we need to get some consultancy support to how better achieve this? Is FB the best vehicle?</b></p>	<b>JH/GW</b>

	<p>JH: For the age group and in the community. Sharing. Focusing on 'good news' stories to show all the great things we do.</p> <p>Q: Do you have a view on how well our website compares with those of other schools?</p> <p>JH: Do look at other schools. Lot of changes made to make easy to use for teachers, upload pics etc. Sometimes websites can be too clever with features. Has to work on tablets and mobile phones. We can change it at any point if feedback says not working. These changes are all free of charge. Very flexible.</p> <p>Q: Do you feel you have a clear direction of what is needed? Sense it is difficult to prioritise what is needed.</p> <p>JH: Very limited hours available, more could be done with more time.</p> <p>AT spoke with JH recently. ML more self-sufficient now. Staff uploading to AT for quality assurance so JH now focussing on ER.</p> <p>KQ: Strategy was to get news stories out. ML is more of a blog approach. Very happy with how website has come on. Discussion needed about where you want it to go now.</p> <p>Q: Is it worth doing some collective consultancy?</p> <p>JPO: Financial limitation. Have to put a lot of money into marketing to get results.</p> <p>Q: Perhaps task may now be for KQ as CEO to lead gaining a clear idea of what we want from marketing. Is it a website that keeps us abreast of developments and parents advised, or a medium that encourages people to come to us?</p> <p>KQ: Biggest customer is the Teignmouth community. Biggest market for sixth form is our Year 11s, for secondary is Year 6, and the Nursery for Reception.</p> <p><b>Action: KQ and JH to consider further and (together with Trust Board) create a strategic plan).</b></p> <p>VM thanked JH for this presentation. JH left the meeting at 6.33 pm.</p>	<p><b>KQ/JH</b></p>
<p><b>12.03.05</b></p>	<p><b>One/Two Schools:</b> VM suggested that as this was now the third or fourth meeting at which this had been discussed a decision was needed on a defined way forward – rather than keep questioning what is operationally happening on the ground.</p> <p>KQ: Been through minutes of last meeting and discussed with VM. Have covered the two main questions raised at the last meeting, collaboration across the MAT and cost savings that we are seeing as a group of schools. Documents supporting this had been distributed in advance. Principals/Heads had looked at all SIP's. Feeds into overarching trust objective to develop programme of school-to-school support.</p> <p>ER and ML have effectively been operating separately. Since JPO was appointed collaboration has improved, but with a clear understanding of being separate operations. Policies and practices have drifted into being those for secondary and those for primary. The one area that remains an issue is governance. Given where we are with the number of current governors, it was suggested we continue with one overarching LGB across both schools but with separate committees for ML and ER - feeding into the one LGB. This can be reviewed as we gain more governors and see the committees functioning as we hope they will. Take a phased approach.</p> <p>JPO: Like that plan. For practical purposes does make better sense to have 2 LGB's in the longer term but this phased approach makes sense.</p> <p>AT: Practicalities of staff/leadership time as well. Very different entities. Primary very wide curriculum to push through and secondary always finite amount of time to push through learning with exams.</p> <p>Q: What reassurances are there that we will try and recruit more governors to the LGB?</p>	

	<p>KQ: Phased approach gives breathing space to get more, and appropriate, governors on board.</p> <p>Q: What strategies do we have for recruiting? We have not been very successful in the recent past.</p> <p>KQ confirmed she and GW spoke at length last week and are actively looking at recruitment for the LGB.</p> <p>Q: Paper on actions from last meeting. In terms of operational matters, the only ones that had actions for two schools were website, caretaking, finance, info and policies. Governance aside, are you happy that these areas are properly squared off?</p> <p>KQ: Finance is now managed by the Trust board. Have some options to realign various operational areas. Are making progress working through policies at Trust Board. If two schools is agreed then we can make clearer and more effective progress on many more policies.</p> <p>Q: Practical issue of the need for governors to now be sat on multiple committees and the extra commitment needed from an under resourced governance board?</p> <p>KQ: Would adopt a calendar similar to what has been done with SPBD and FHRE. Only have 3 lots of data per year, so would think to ease time commitment would alternate across year, and also have EOC only once a term. Less finance at LGB. Safeguarding important as is educational outcomes. With less data at ML could amalgamate that committee and look at what LGB's are now responsible for - scheme of delegation.</p> <p><b>Action: KQ to draft a plan and circulate for comments and discussion.</b></p> <p>VM summarised: Believe the discussion has shown a consensus about a clear operational distinction between ER and ML. Plan for governance, in the short term, is workable despite the tightness of LGB numbers. Have, in effect, already been running the committees with separate agendas and attendance. We all understand that the challenge will be the physical resources of people to do it. Believe we are at the point of a <b>proposal that, with immediate effect, we move to two schools. Further, that between now and September we maintain one governing body with 2 sets of committees that feed into one LGB.</b></p> <p><b>All in favour. AGREED</b></p> <p><b>Action: GW, KQ and Chair to meet asap to look at how this will be set up.</b></p>	<p style="text-align: right;">KQ</p> <p style="text-align: right;">GW/KQ/Chair</p>
<p>12.03.06</p>	<p><b>Coronavirus Plan:</b> Leadership update. AT drafted letter to parents today. On high alert of potential school closure. Spoken with staff about expectation if we have to close. Info given to parents and staff if symptoms of persistent cough and fever - self-isolate for 7 days. Issue now about minimum staff we can operate on, like a snow day, legal criteria. Government have taken away all safety measures around children in nurseries, so ML are considering KS1 and 2 amalgamating - but trying to protect Year 6 students for SATs. Prevention measures in place. Visitors being kept to a minimum. Cancelled author visit next week as that person has recently travelled. Review Day and school disco are under review. KQ and AT assured governors they have a robust plan in place.</p> <p>Q: How do we maintain some degree of service and education with potentially one third fewer staff?</p> <p>AT: Understanding which staff have caring responsibilities. Concentration of area. Need to think about HR matters, policies in place for dependants leave if forced to self-isolate. If someone is at home but are well, is there a way they can contribute to the running of school rather than being remote.</p> <p>Dynamic risk assessment on a daily basis.</p>	

	<p>JPO: Plan shared with middle leaders today (distributed). More information going out tomorrow or Monday. Not booking PE fixtures for next term. Likely Paris trip over Easter hols will not proceed.</p> <p>Checked close-down procedures, checking all contact details. If GCSEs don't happen will affect universities and colleges. May just open for GCSE and A Levels as well as potentially being a holding centre for some things. Emergency training session on Monday for exam groups for using Google Drive to run live lessons. Prioritise exam groups.</p> <p><b>Q: Year 11 GCSE's?</b></p> <p>JPO: Ofqual have advised not to worry, it will be sorted out. Need to consider voc ed, practical exams, moderation.</p> <p><b>Action: School leadership to keep LGB informed of developments by email.</b></p>	<b>JPO/KQ/AT</b>
<b>12.03.07</b>	<p><b>Principal's Report ML:</b> Circulated in advance. AT Deep dive carried out in reading and continues to look strong. Buying into Cornerstones from 1 April, main idea being save huge amount of teacher workload. Will give coverage and tracking of all different subjects which is currently being done by staff. Programme will enable people to have support who are not specialists in each area. Will be paperless from Easter, with everything going via the app.</p> <p><b>Q: Have all parents got a mobile phone, and are we confident that none will be lost on comms?</b></p> <p>AT: Yes. Will have some paper copies in the office and reception if needed.</p> <p>Spring 2 figures for exclusions have minimised so behaviour room is having an effect. DS, FSM and all boys. New provision with pastoral coordinator starting after Easter, a 'boy' themed curriculum to support these students and engage more. Average for spring 1 attendance 95.37%.</p> <p><b>Q: On attendance, Year 2 stands out as an issue?</b></p> <p>Part II explanation given and accepted.</p> <p>No further questions.</p>	
<b>12.03.08</b>	<p><b>Principal's Report ER:</b> Distributed in advance.</p> <p>JPO Working on fixing current behaviour system to make it work more effectively.</p> <p><b>Q: For 6<sup>th</sup> form anticipating 70 currently, is that at risk of dropping off?</b></p> <p>JPO: About 50 first choices and another 30 second choices. Some change their mind, etc.</p> <p>Next year Year 7 is a low birth rate so intake number will be smaller.</p> <p>Still concern over number of FTE which points to need to reform behaviour system as well as culture and ethos.</p> <p>Attendance still dropping. Average nationally 94.4% and within Devon more like 94%. We are at 93.52%. Big concern, and a lot of work being done, but this is not making much difference. Across the school approx. 80 persistent absentees, not including Sixth Form. Attendance is a key priority which also relates to behaviour.</p> <p>No further questions.</p>	
<b>12.03.09</b>	<p><b>SBPD Committee:</b> Minutes circulated in advance. VM reported as SS had been absent. Most issues suitably covered and questioned in Principal's Reports. Safeguarding issue around resources for managing accuracy of data.</p> <p>JPO stated a reorganisation is due, which is part of the issue and this is underway to cut down duplication and improve accuracy.</p> <p>VM: Considerable discussion regarding offsite provision for students - particularly at ER. – regarding quality of provision and the financial high cost implications. LGB together with Board finance committee need to monitor closely.</p> <p>Regarding BFL much concern as to need to get to plateau of belief and confidence by all staff in a system that is proven to be working, particularly at ER. Tweaking what we have and reinforcing consistency.</p>	

	<p><b>Q: How do you monitor that every member of staff is following the same process and giving the same message?</b></p> <p>JPO: Need to do some training around building relationships and soft skills to work with young people. Contact with home if there is an issue. Middle leader's awareness of staff struggling with a group.</p> <p>No further questions.</p>	
<p><b>12.03.10</b></p>	<p><b>EOC Committee:</b> Minutes circulated in advance. MM summarised. Need to get back to a place of consistently reviewing IDSR. Try to mesh meeting cycles with school data that is being produced which is still a work in progress. At ML helpful to look at attracting wider catchment of parents by offering wrap around care.</p> <p>AT confirmed this is potentially a 12-18 month programme and would not happen overnight. Will be pursuing after Easter. Would be RSC application with consultation first. At the moment we are school based. We have space, capacity and expertise. Will be brought to EOC committee to consider further.</p> <p>MM reported that overall performance headlines indicate ML looking at another successful year. Cornerstones next challenge for ML around tracking progress building on curriculum such as History, Languages, etc.</p> <p>ER overview is that we are not making progress, which is a difficult message. However, a lot of activity and energy is being put into turning things around. Still vulnerable with DS gap. Looked at activity around SEN, and DS students particularly, and action plans becoming far more focused and practical. Discussion was had around classroom practice being shown more in the action plans. Have raised concerns before around whether ER is sufficiently prioritising PP students. Have had update from JPO that all relevant monies are being spent so happy with this.</p> <p>No further questions.</p>	
<p><b>12.03.11</b></p>	<p><b>Management Accounts:</b> Latest accounts circulated in advance. KQ confirmed this is more for monitoring purposes as there is no requirement for scrutiny by the LGB and advised that performance to date was closely analysed this week by Board Finance Committee. No questions.</p>	
<p><b>12.03.12</b></p>	<p><b>LGB/OLT Feedback and Forward –</b> Documents circulated in advance. VM advised this is a new process, intended to improve flow of information between LGBs and Trust Board. Summary of key matters from LGB is presented at Board. Also questions that the LGB may have to ask the Board for response. Example was from our last meeting we asked for clarity on CPD opportunities across the Trust and a summary of financial savings plans across the Trust. Earlier in this meeting both these questions were answered by KQ. This process will be carried out for each meeting. Noted that Board have requested some action plans from the last meeting. Process will be regularly reviewed in its early stages to ensure effectiveness and good communication.</p> <p><b>Q is there a value in having a sideways view with all LGB's questions and answers being shared?</b></p> <p>KQ confirmed all LGB's are using this system so their lists can be shared on the portal.</p> <p><b>Action: KQ to check this.</b></p>	<p><b>KQ</b></p>
<p><b>12.03.13</b></p>	<p><b>Update on Trust Development Session held on 25 February:</b> KQ Next Trust Board meeting will see a collated document which I am putting together with JSU. This will subsequently be shared with the LGB's. Will arrange a follow up event for summer term to revisit this and finalise with a plan to be in place by September. This LGB will also need to address its Strategic Intentions to support there being two schools rather than one. There are bound to be differences of SIs in a more specific context of ER and ML.</p>	

	<p><b>Action: Plans to be considered for separation of SIs by KQ/Chair and LGB members.</b></p> <p><b>Action: KQ to advise and plan for MAT event during Summer term.</b></p> <p>Q: If other schools are re-looking at this is there a value in the schools critiquing or reviewing what do your words look like for someone else?</p> <p>KQ: It is a transparent process of setting the values.</p>	<p>All</p> <p>KQ</p>
12.03.14	<p><b>Future Chair and Vice Chair Roles: Vice Chair:</b> VM spoke regarding the <b>resignation of MM from the LGB</b>, thanked him for bringing several years of skill and commitment and being at the forefront of a change in board culture. Mark spent 2 years as chair, and it was a pleasure to support him as vice chair. The challenges faced through that period were considerable and Mark's leadership guided us through a very difficult time. MM brought to bear a greater balance of meaningful support, scrutiny and challenge rather than what was more of a light touch 'support' approach previously. On behalf of us all to give collective thanks for that and much more. <b>Resignation tendered and accepted with immediate effect.</b></p> <p><b>Chair:</b> VM stated that all are aware from previous discussions that it is not appropriate to continue with dual roles on the LGB and Board. Therefore, judge it necessary to step down from role on the LGB from the next LGB meeting. Ask that all eligible individuals for taking on the role of chair carefully consider what the role needs - and what they might bring to the role. It is demanding in terms of time commitment, liaison with many and planning and organising. More importantly needs to uphold a governance integrity of a balanced delivery of the three elements of meaningful support, scrutiny and challenge. If anyone has any questions before the process of electing the next Chair comes about at the LGB on 5 May, please let VM know.</p> <p><b>Action: Non-staff Governors to consider the role of Chair and contact VM with any questions. Nominations to be invited with a deadline for submission.</b></p>	<p>All</p> <p>GW</p>
12.03.15	<p><b>Governors Training and Attendance:</b> No training reported other than the MAT training on 25 February.</p> <p><b>Action: All to continue sending info to GW.</b></p>	<p>All</p>
	<p>It was requested that documents for the LGB be sent out/uploaded to the portal 7 days in advance (as per required procedure). It was noted that there are challenges regarding timing of committee meetings and the tight turnaround of approved minutes. Will aim to improve this where possible.</p>	<p>All</p>
	<p>Main meeting closed at 8.25 pm. Moved to Part II. Non-staff Governors, JPO and KQ remained. VM to take minutes.</p> <p><b>Action: VM to supply confidential Part II minutes to GW for filing.</b></p>	<p>VM</p>