



Education South West

Board Meeting Minutes – PART I

Thursday 14 July, 2022 – 17:00

Coombeshead

Attendees:

Peter Di Giuseppe (PDG), Matthew Shanks (MS), David Potter (DP), Lindsay Yelland (LY), Kellie Knott (KK), Graham Austin (GA), Annelie Fearon (AF), Barrie Taylor (BT)

In attendance:

Stuart White (SW), Tracy Hannon (TH)

Apologies:

Jenny Sutton (JS), Jeremy Fothergill (JF)

Notes:

Pippa Truman Davies (PTD)

Quorum:

50% of the total number of Non-Executive Directors
(4, not including MS)

ESW425. Apologies

Apologies received from JS and JF.

ESW426. Declarations of interest & Directors statement

None were declared by the Trustees.

ESW427. Minutes

- i. Minutes of previous Board meeting, 23 May 2022
All Trustees approved the minutes as a true record of the meeting.

ESW428. Matters arising from the previous meeting

ACTION: AH/LY/KK to meet with MS/TH ahead of tabling a discussion regarding Exclusions at the next Board meeting. *(Complete)*

ACTION: CST review document to be discussed at the next Board meeting. *(Complete)*

ACTION: TH/MS to include context and numbers in the attendance figures for the next report. *(Complete)*

ACTION: Agreement to be reached on cost per head data to be provided to Trustees *(Complete)*

ACTION: PTD to send out Management Partnership agreement to LY/GA *(Complete)*

- i. CST: Assurance Framework for Trust Governance

MS invited a conversation about the provocative statements contained within the document that he wrote to see where there are changes. We have done several reviews; the Ambition Institute, NLG, the CST document and now this one. The results of all of them give us a bill of good health



with areas of improvement. MS is suggesting that the Board keep coming back to it the CST assurance document and asked for questions.

GA agreed that it was a fair assessment. The better judgements of the Trust are the independent reviews. We can conduct internal reviews but there will always be an aspect of subjectivity. DP feels that the Trustees could have a separate Board meeting to discuss governance. We could just carry on as normal but then we would never look at what do and if we can we take away some layers that take up capacity. DP would value an opportunity to put some thought around it with other colleagues of the Board.

ACTION 1: Discussion on governance to be tabled next term as a separate meeting for Trustees (PTD)

AF agrees with GA's summary and it is good to have reflection that is consistent. They can flag where we should be looking more carefully and the one thing that stood out as needing improvement was grounding the Trust locally in the community. This has been addressed partially via parent surveys but perhaps we should look at where we are scored lowest and focus more effort to fix that issue. PDG agreed with AF saying that we have lost our connection over the past 2 years with the schools. AF said this was partly due to COVID. At KCC the tour by Tina was very valuable. With parents now doing online parents evenings and not really having the introduction to the schools, the lack of face to face contact could be an issue. Schools are looking at this- open events, tea with new parents, year group information evenings.

Here follows a Part 2 discussion.

ii. Equipping Governors for Exclusion Meetings

LY and KK took an action to work with Adrian Hines and the paper in the pack shows some recommendations. KK confirmed that option 3 was the preferred route for the Trust. LY emphasised the need to get people trained up as soon as possible and that it might be worth getting some external advice and training for Governors.

ACTION 2: TH to look at training for Governors on Exclusions

LY also thinks there should be a general agreement that chairs can travel to help each other out that could be mentioned at the next Chairs' Forum.

MS thanked AH, KK and LY for the work they did on this.

ESW429. Trust and education matters from CEO

Trustees discussed the new role that MS had accepted with Devon County as Interim Head of Education (Strategy) 2 days per week.

GA asked what the impact would be on ESW. MS explained that the 2 days will be backfilled and that there are 2 candidates they are considering for this role.

He added that we have succession plans in place for all key personnel in the Trust and that we are training people now to be prepared should something happen to anyone in the leadership team.

Here follows a Part 2 discussion.

i. Written report



DP asked MS what is ESW doing about the recruitment of teachers post COVID and if we see a talent pipeline challenge? We have NPQ delivery, internal suite of PD and have bid to become a SCITT. SW will be looking at retention and recruitment which is an area we are not currently good at so needs improving. MS said that there are advantages in being a larger Trust as it is more attractive to applicants who are looking forward to joining a Trust for security and career development. It also allows for career development and progression for staff within the Trust.

The latest attendance figures were sent to Trustees showed a further drop nationally in attendance to 89%.

PDG requested an update on the letters that Chairs wrote to MPs requesting funding to cover the increase in energy costs. MS said one of the Governors received a response from Baroness Baron that covered all the Government is doing financially for Education. However, it failed to consider the increases in inflation, cost of living and utilities which happened subsequent to the funding being calculated. The issue is that Education is not the only public service that has been impacted and if they give additional funds to Education, they will have to do the same to all the public sector services.

ii. Update on applications to join ESW

BT asked for an update on KEVICC and MS responded that everything is on track aside from the land issue. The Governors have fully supported the move to join ESW.

PTD asked Trustees to approve the appointment of the KEVICC LGB Governors ahead of the academisation on 1 September 2022.

SURNAME	FIRST NAME	Governor Status
Cooke	Jo	Co-opted Governor
Hartridge	James	Staff Governor
Healey	Gillian	Co-opted Governor
Lodge	Jim	Co-opted Governor - Chair
Ormsby	Wendy	Co-opted Governor
Power	Anthony	Co-opted Governor
Sewell	Karen	Co-opted Governor
Young	Michael	Co-opted Governor

DECISION: All Trustees approved the membership of the KEVICC LGB

iii. NLG Action Plan

Trustees reviewed the action plan and had no further comments.

ESW430. Report from Director of School Improvement

- i. Written report, to include Attendance, Outcomes, Safeguarding and SEN update
Trustees reviewed the report and had no further comments.

TH shared a presentation with the Trustees showing the positive impact that School-led Tutoring program is having. GA noted that there was an underspend in schools on this tutoring and asked who would drive this in the schools? TH confirmed that it was the HT's in primaries and the SEND lead or QoE lead in secondaries. Next year there will be a tighter approach to make sure that all schools are using all the funding allocation for this program. TH explained that during COVID, it was difficult to find staff with extra capacity to tutor as they were already working at full



capacity. At Rydon, the HT has identified a national training qualification that teaching assistants can do in English and Maths. This means they will then be able to tutor children and be paid for it. This will be offered to all TA's across the Trust next year, creating additional tutoring opportunities so all the funding will be utilised.

KK asked if the support is going to the right pupils. TH confirmed that it is targeted to those that need the support.

TH went on to explain that the average GLD (Good Level of Development) for ESW, which is the outcome measure in reception, is lower than the 2019 national average (NA). The NA for 2022 has not been established but it is anticipated to be a lower figure than in 2019. Only 52% of disadvantaged and 31% of SEND pupils achieved GLD which needs to be improved. TH noted that these children probably have not received any preschool experience due to the pandemic.

LY asked if the lower outcomes for Dartmouth and also the high number of exclusions, were down to the behaviour? TH confirmed that it was due to the quality of teaching. There are unmet educational needs of children which requires adaptive teaching. This is not a quick shift and is likely to get worse before it gets better as the behaviour begins to change for the better. The same thing happened historically in KCC and CHD. Additionally, doubling up of the SENDCo with the DSL was an impossible task so these roles have been separated out. The SENDCo will have more capacity to support the teachers to support the pupils which is currently not happening effectively. TH confirmed that the exclusion incidences were spread across the teaching staff at Dartmouth. The behaviour of one child can have much more impact in a smaller school. We have to get the behaviour right in the primary school so that they don't bring bad habits into the secondary school.

LY asked how the schools were receiving the input and recommendations from TH? MS confirmed that there was one school where the HT was not always accepting TH's expertise and wisdom but that these blunt conversations need to happen in order for change to happen. TH will now line manage the secondary HT's and MS will coach and support them.

LY asked about the new schools coming into the Trust and how do we sell the SI offer as it is non-negotiable. TH pointed out that they have worked with the schools prior to them joining the Trust and the strength of our SI is an attraction for them to join the Trust.

DP asked if we have broken even in terms of the extra capacity required to support the additional schools and the income they bring?

MS stated that it has been shown from research that in order for Trusts to grow, they need to have greater capacity than the schools that are in the Trust (SI, SS and leadership). We currently support 17 schools and have the capacity to support 19 after having increased our SI capacity and SW will be increasing the SS capacity. MS confirmed that it costs ESW in terms of the SI agenda but simultaneously we are able to improve our own schools. We have set that up because we believe in the central SI model as we believe in a family of schools and succession planning. The majority of the SI support comes from staff in the organisation.

TH spoke about the impact of the Phonics package, Read Write Inc. Although the level has dropped to be in line with the NA for 2019 (due to lower results at Rydon, Kingswear and East Allington), 71% of the disadvantaged pupils have reached the expected levels (previously 41%) and 44% of SEND pupils so we are starting the level the playing field.

LY commented that the impact on disadvantaged at secondary schools is lower than at primary schools. So we exceed in the national trend at primary but not at secondary. TH responded that the addition of the new inclusion leads and the increased focus on incremental coaching are having an impact as teachers are not just teaching to the middle average level. We don't talk about



disadvantaged always being the lower achievers and we need to get better at teaching them in the classroom so that they want to engage in learning.

TH continued to share figures supporting the Key Stage 1 outcomes in Science, Maths, writing and reading. Writing has suffered from COVID as it is hard to teach remotely. The national picture is that writing, maths, grammar, punctuation, spelling and science have all fallen in attainment from 2019 levels.

At Key Stage 2 the picture is stronger. Nationally it has dropped from 59% compared to 65% in 2019 and ESW has achieved 63% which can be improved.

BT said that the volume of online materials for teaching during covid must be massive – can we use that or engage with it? TH responded that most of the schools are really good at supporting the children with additional support outside of the classroom and also inside the classroom. The new curriculum is helping us with this as well. We are maintaining the English maths and science and bringing up the other subjects.

BT commented about Dartmouth and noted that the deprivation in Devon is the highest for years and this can be used as an excuse sometimes for poor outcomes. TH confirmed that they did have access to laptops so it cannot be an excuse. It is about how do we expose staff to those schools where they have achieved great things despite being from a deprived area. This is about strong leadership and consistency. The work community work that Reach is supporting DAR in doing will support a raised awareness and supporting family issues and housing and other things that impact their lives. We don't want to lose focus on the teaching. MS added that it is an excuse-based culture that we are changing both in the school and the community at Dartmouth. TH confirmed that it is not about bad teachers but they need higher expectations and aspirations.

PDG referred to the Apple presentation document. MS stated that this was for information only as the financial aspects are currently being explored. After that the next stage in September would be for Apple experts to come in and deliver our lessons to our lesson plans to our children to showcase the functionality of the 1-1 technology teaching platform and then a decision would be made about next steps, if any.

ESW431. Report from Finance Director and COO

- i. Finance Director and COO Report
All LGB's recommended the budgets to the Board. The Finance Committee recommended them to the Board. SW noted that deficit budgets would be submitted, not greater than the first-year impact of the energy crisis with 1 or 2 exceptions. We are slightly better than we predicted, being £974K ESW pre KEVICC joining. We have implemented the same process with KEVICC with respect to their financial plans to create a budget for next year. Their LGB has received the presentation from the HT and SW and they have recommended it.
- ii. SW – should be no surprises as expectations have been managed to approve a deficit budget around £1m.
- iii. ESW 2022 – 2023 Budget Approval

DECISION: All Trustees approved the 2022 – 2023 budget.

ESW432. Governance

- i. Review of ESW Terms of Reference

DECISION: All Trustees approved the revised Terms of Reference

- ii. Review of ESW Scheme of Delegation
BT requested that the SoD and ToR are pushed out to the LGB's again.



ACTION 3: LGBs to receive the new SoD and ToR in their September meeting.

DECISION: All Trustees approved the revised Scheme or Delegation

- iii. Governance dates for 2022 – 2023
These were shared with Trustees.
- iv. Succession Planning
MS noted that there are changes in Rydon and Teign as the LGB chairs are stepping down which are potential concerns. PdG noted that the work Adrian Hines had been doing for ESW and Rydon was exemplary and is very pleased that he will now become a Governor in September.

Here follows a Part 2 discussion.

- v. Feedback from Chairs' Forum
PdG noted that nothing has come from these meetings that the Board was not expecting and it is a very useful forum. Last meeting DP presented the PSC to the Chairs.
- vi. Matters arising from LGBs
Trustees had no comments to add.
- vii. Governor training
Dates were noted for the training in 2022 – 2023 for Governors.

ESW433. Policies

- i. Policies – for review and approval

#	<u>Policy Name</u>	<u>Responsibility</u>	<u>Last Updated</u>	<u>Any Changes</u>
i	Medical Conditions Policy	MS/BT	July 2021	None
ii	Charging and Remissions Policy	SW/JF	July 2021	
iii	Equality information and objectives (public sector equality duty) statement for publication	SW/KK	July 2021	
iv	Transgender Policy	TH/KK	July 2021	None

DECISION: All Trustees approved the policies

ESW434. Items signed on behalf of the trust and significant matters to be brought to the Board

SW mentioned that we have signed the funding agreement for KEVICC to join the Trust. The contract for the new MIS for the Trust has been signed.

MS noted that he had received a letter from St Peters Head School saying that they have some questions about joining ESW.

PDG spoke about the Nolan Principles of public duty and commended the Trustees for upholding these in their daily lives. Mohammed Ali is quoted as saying that service to others is the rent you pay for your room on earth. You Trustees have built a mansion and you really should be proud of yourselves.

MS praised PdG for his dedication, knowledge, transparency, balanced view and believes that working with him has made MS a better person.

Next meeting

Board – Thursday 13 October 2022

Working together so children can lead great lives

