



EDUCATION SOUTH WEST TRUST BOARD PART 1

Part 1 Minutes of the Trust Board of Education South West held at Teign School at 6.00pm on Thursday 19th October 2023.

Name	Role	Absent / Present
Graham Austin GA	Trustee, Chair	Present
Gail Brown GB	Trustee	Absent
Annelie Fearon AF	Trustee	Present via Teams
Jennifer Gibbs JG	Trustee	Present via Teams
Adrian Hines AH	Trustee, Vice-Chair	Present
David Potter DP	Trustee	Present
Matthew Shanks MS	Executive Principal and Trust Leader	Present
Jenny Sutton JS	Trustee	Present via Teams
Barrie Taylor BT	Trustee	Present via Teams
Stuart White SW	Finance Director and COO	Present
Executive Board		
Rob Coles RC	Secondary School Improvement Lead, Executive Headteacher of Coombeshead Academy and South Devon UTC	Absent
Tracy Hannon TH	Director of Education	Present
Jayne Keller JK	Director of School Improvement	Absent
Suzannah Wharf SLW	Director of School Improvement and Executive Head of Teign School	Present
Invitees		
Jackie Ridding	Governor Services Clerk	Present

1	<u>WELCOME</u>	
	GA welcomed all to the meeting and everyone introduced themselves.	
2	<u>APOLOGIES FOR ABSENCE</u>	
2.1	Apologies were received from Gail Brown.	
2.2	The absence was consented to.	
3	<u>DECLARATION OF PECUNIARY AND BUSINESS INTERESTS</u>	
	No declarations of pecuniary or other interests regarding items on the agenda were made. No declarations of gifts or hospitality had been received or given since the last meeting.	
4	<u>MINUTES</u>	
4.1	The minutes of the meeting held on Thursday 13 th July 2023 were approved and would be signed by the chair.	
4.2	<u>Matters arising from the minutes</u>	
	Trustees agreed to GA being chair of the trust board and AH would be vice-chair. Gail Brown and Jennifer Gibbs were welcomed to their first meeting as trustees.	



5	<u>FINANCE</u>	
5.1	<u>Finance Committee Report</u>	
	GA noted the Finance Committee would meet on 2 nd November 2023 and there would be a full report at the next meeting. He reported the DfE had announced an error had been made for future budgets but SW confirmed it would not impact the budgets for this academic year.	
5.2	<u>Shared Services Verbal Report</u>	
	<p>SW reported the forecast carry forward from August 2023 was approximately £2.7M, for August 2024 was approximately £2.2M but would be lower in August 2025 due to lower numbers in the sixth form. He said they would need to be tight with the budgets and would not permit deficit budgets.</p> <p>SW said the audits would start after half term. He explained he was currently working on the finances for onboarding Kingsteignton School and Kingsbridge Primary School with a target date of 1st February 2024.</p> <p>SW reported some interventions would be needed with Kingsteignton and had already started discussions with the SLT. He explained some of the accounts had been incorrect and they would need to save £60,000 over the next few months.</p> <p>SW explained Kingsbridge Primary was in a local authority federation and he was working with their finance lead but it was likely they would have a deficit budget over the next few years.</p> <p>Trustees asked if the new schools were aware of the possible financial impacts. SW said they were and the changes were mostly due to the pupil numbers.</p> <p>SW reported Wynstream were now part of the trust and they would be insourcing catering and cleaning from 1st April 2024 to improve the standards and save money.</p> <p>SW explained the secondary catering had been heading towards making losses and said they needed to look at what the pupils would buy and when and how long the breaks were. He said they had standardised the offer across the secondary schools and removed the high labour-intensive products and focused on higher margin food. SW noted it had worked well since September 2023.</p> <p>SW said the trust were working on the data reporting and analytics to develop the accessibility of data and creating a centralised database. He said they had rolled out the use of the SMID programme for secondary schools which was producing a good array of reports.</p> <p>SW reported the Coombeshead renovations had been completed during the summer to create a SEND/disadvantaged pupils unit. He said the art and DT buildings at Coombeshead had been consolidated and they had rebranded it as a Creative Arts Academy which was being widely promoted.</p> <p>SW said the sixth form areas at Teign and Coombeshead had been improved to try to increase numbers. He said toilets had been renovated at Rydon and the roof had been replaced in the Dartmouth science block and the KEVICC reception and administration</p>	



	<p>areas had been reconfigured. SW said the Teign A-block work had started and would be completed by the end of February 2024. He said there were concerns related to planning permissions for the next wave of planned work due to the government constraints. SW confirmed there was no reinforced autoclaved aerated concrete (RAAC) in any of the schools.</p> <p>SW explained the IT team were working on onboarding the new schools and cloud migration.</p> <p>Trustees asked if it was a policy to give schools an identification following Coombeshead being labelled a Creative Arts Academy. MS explained Coombeshead's strengths had always been the performing arts but there had been a drop in the numbers in the sixth form. He said with the renovations and rebranding, they were expecting the numbers to build. MS said the risk they needed to consider was the number of courses they would offer. SW said the strategies were tailored to the needs of each school. He noted they were investing more in the schools which had recruitment issues. MS explained they had attracted teachers from other schools because of the changes they had made.</p> <p>Trustees asked how they were linking the learning into careers. MS explained they were using Gatsby Benchmarks of Good Career Guidance and needed to have a multi-agency approach to teaching careers.</p> <p>Trustees asked what the consequences were of the constraints to the capital spending. SW explained they needed to look at the priorities and said some schools had capital reserves but the trust capital would be confirmed in early spring 2024.</p>	
6	<u>PERFORMANCE AND STANDARDS</u>	
6.1	<u>Performance and Standards Committee Report</u>	
	<p>BT reported they had welcomed GB and JG and the directors of school improvement had explained their roles. He said the focus for the current academic year would be standards.</p> <p>TH explained the DfE published data did not take into account the re-marks. She said that overall, the primary results were above average in reading and average in writing and maths. TH said the results in reading reflected the work they had done but said they had hoped maths would be higher but the director of maths had been redeployed.</p> <p>Trustees asked if the average was across schools or pupils. TH said it was pupils, but cohorts of less than 10 did not have the data published. She said one school only had 11 pupils which affected results as each pupil was a large percentage. MS explained Rydon's results had been expected but would be higher the next year.</p> <p>Trustees asked if the quality of teaching or the curriculum effectiveness was to blame for the lower results in Rydon. TH explained a new writing curriculum had been introduced and the positive impact of this had already been seen at Rydon.</p> <p>Trustees noted it would be useful to see data for all subjects. MS explained when looking at data, they looked at individual children and identified the strengths. He said it was important to look at what had been achieved and to focus on what was best for the children.</p>	



	<p>Trustees discussed the secondary school data. TH noted that if year 11 attendance was better, the results would be improved. MS said they were investigating how they could get children into school, exploring different external agencies and employing specialist roles in-house who were employed in the LA.</p> <p>Trustees asked when the trust would have access to these services. MS said he hoped it would be in the spring or summer but they would need to examine the budgets and it was more likely it would be autumn 2024. SLW noted that attendance declined in secondary schools and they would carry out sociological questionnaires to put the correct interventions in place. TH explained they studied attendance data across the trust on a weekly basis. She said KEVICC's attendance had significantly improved by including links on attendance letters signposting to some of the reasons why children were not attending, such as anxiety.</p> <p>6.57pm JS left the meeting.</p> <p>MS noted that 97% attendance equated to 5 days of school missed. Trustees discussed the impact of poor attendance. TH said they were developing period 6 sessions which encouraged groups of children to attend extra lessons to address the gaps in learning.</p> <p>Trustees noted the statistics indicated the lower prior attainers and higher prior attainers had made below expected progress and asked if it was the disadvantaged children not attending. SLW said she had not identified a link between prior attainment and attendance.</p> <p>Trustees asked if attendance was worse at Teign and Dartmouth. TH explained the issues at Teign and Dartmouth were more linked to staffing, such as not having an English teacher.</p> <p>Trustees asked if they were confident that all issues were being addressed and not just attendance. TH explained that some staffing issues had been addressed but recruitment was still a challenge. She said some new heads of department would help support the staff.</p>	
6.2	<u>Director of Education Verbal Report</u>	
	<p>SLW explained the focus in this academic year would be outcomes and raising standards. She noted the SMID rollout would help the school leaders and lots of work was being done by the curriculum design leads. SLW said there was a focus on developing great teachers with CPD and instructional coaching. She explained many staff were undertaking NPQs at a wide range of levels.</p> <p>SLW explained they were putting together the framework for instructional coaching which would use small, personalised steps to improve teaching and embedding good practice. She said coaching champions had been identified in every school and they would expect to see an impact within 3 years.</p> <p>Trustees noted it was positive to hear of the investment in the staff and the focus on curriculum development and asked where they stood compared to other trusts. MS said they compared favourably to other trusts and noted it was important they stuck to the principles they believed in with all the decisions made. He said they needed to consider what the impact was on the children in the classroom.</p>	



	<p>SLW explained senior leaders met every half term to network, and teaching staff had training days where they could meet with other teachers who taught the same subject. MS explained they allowed creativity to find the best practice.</p> <p>Trustees asked if the staff retention figures were available. MS said they were not losing high quality teachers and they moved staff to be in the most effective areas.</p> <p>Trustees asked how the NPQ programme was benefitting the schools. SLW explained that, at school level, headteachers would look at succession planning. MS said members of staff could identify the course they were interested in and discuss it with their headteacher.</p>	
7	<u>STRATEGIC DIRECTION</u>	
7.1	<u>Strategic Plan Overview</u>	
	<p>MS said the trust were lucky to have the staff they had and thanked TH and SW for the extra work they did and to the trustees and governors for the time they gave.</p> <p>MS said the scheme of delegation had been updated with support from John Pike and Gail Brown.</p> <p>MS shared the ESW Information Document on GovernorHub prior to the meeting.</p> <p>MS said Exmouth had formally applied to join the trust and due diligence had been done but the Regional Director had advised them to speak with 2 other trusts.</p> <p>MS informed trustees he had been elected as chair of the Headteacher Reference Board for the DfE.</p> <p>MS shared the signed management partnership contract with Braunton Academy prior to the meeting. He said discussions were continuing with St Cuthbert Mayne about the management partnership and how they would proceed. MS reported South Hams Federation wished to go ahead with the management partnership for one year but had not been included in the budget.</p>	
7.2	<u>Risk Register</u>	
	The risk register would be discussed in the Finance Committee.	
7.3	<u>MS Verbal Report</u>	
	<p>GA noted the Chairs' Forum had taken place on 2nd October 2023 where they discussed attendance and governor recruitment.</p> <p>MS said they would review the strategic plan over the year and should consider a face-to-face meeting with Trustees in the second half of the spring term to continue to look at succession planning and development.</p>	
8	<u>GOVERNANCE</u>	
	<p>Trustees approved the following changes to the LGBs:</p> <ul style="list-style-type: none"> • Christow <ul style="list-style-type: none"> ○ Mike Wharton elected chair 	



	<ul style="list-style-type: none"> • Dartmouth Academy <ul style="list-style-type: none"> ○ Peter Knight elected chair ○ Helen Kidd elected vice-chair ○ Ben Cooper appointed as a co-opted governor ○ Andy Course appointed as a parent governor • KEVICC <ul style="list-style-type: none"> ○ Jim Lodge elected chair • Rydon <ul style="list-style-type: none"> ○ Rupert Greeves appointed as a co-opted governor • South Hub <ul style="list-style-type: none"> ○ Malcolm Wheatley re-elected as chair and reappointed as a co-opted governor ○ Chloe Toorneini elected as vice-chair and reappointed as a parent governor ○ Louise Clark appointed as a co-opted governor ○ Adam Dalgleish appointed as a co-opted governor • Wynstream <ul style="list-style-type: none"> ○ Michaela Young elected as chair ○ Charles Tape elected as vice-chair <p>GA said he would update the policy review schedule and would review committee membership.</p> <p>Trustees approved the following policies:</p> <ul style="list-style-type: none"> • Disciplinary Policy • Medical Conditions Policy • Safeguarding and Child Protection Policy • Teachers' Appraisal Policy <p>TH explained the Teachers' Appraisal Policy had been updated allowing the process of moving up pay scales more straight forward for good teachers, which was approved by the unions.</p> <p>7.55pm TH, SLW and SW left the meeting.</p>	
9	<u>MATTERS BROUGHT FORWARD BY THE CHAIR OR TRUST LEAD</u>	
	This item was recorded in the Part 2 minutes.	
10	<u>PROGRAMME OF MEETINGS FOR 2023/2024 AT 6.00PM</u>	
	<p>Trustees confirmed that the next meeting would be held at 6.00pm on Thursday 7th December 2023 at Coombeshead Academy.</p> <p>Trustees agreed the programme of meeting dates for the remainder of the 2023/24 academic year as follows:</p> <p>Thursday 8th February 2024 at 6.00pm at Kingsbridge Community College Thursday 21st March 2024 at 6.00pm at King Edward VI Community College Thursday 23rd May 2024 at 6.00pm at Dartmouth Academy Thursday 11th July 2024 at 6.00pm at Teign School</p>	



The meeting closed at 8.17pm.

Signed

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Dated

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