



Education South West

Board Meeting Minutes – PART 1

6pm Thursday 8 December 2022

Microsoft TEAMS

Attendees: Matthew Shanks (MS), David Potter (DP), Kellie Knott (KK), Graham Austin (GA), Annelie Fearon (AF), Jenny Sutton (JS), Adrian Hines (AH)
In attendance: Stuart White (SW), Tracy Hannon (TH)
Apologies: Barrie Taylor (BT)
Notes: Pippa Truman Davies (PTD)
Quorum: 50% of the total number of Non-Executive Directors (4, not including MS)

	Agenda Item
ESW 446	Apologies, Declarations of interest Apologies were received from BT
ESW 447	Minutes of previous meeting & matters arising ACTION 1: MS to consult Trustees regarding simplifying the SoD. Ongoing ACTION 2: PTD to circulate the Code of Conduct for Trustees to agree to and return to Clerk on email. Complete ACTION 3: All Trustees to complete the NGA Board Evaluation and return to Clerk before the next Board meeting ACTION 4: MS/TH to explore the options for the external validation for a paper to present to Board in Spring 2023 Ongoing ACTION 5: Trustees are invited to review whether the Trust should retender for Auditors for next year <i>FC is looking at this</i> Ongoing ACTION 6: Trustees support publishing adverts for new Trustees Complete ACTION 7: MS/KK to review the Assigning Trustees to Policies schedule Complete
ESW 448	Shared Services <ul style="list-style-type: none">• Any questions arising from the Shared Services report Trustees were satisfied with the documents provided and had no further questions.• Approval of the Annual Report and Accounts & LoR



	<p>GA confirmed that they had been approved by the Finance Committee. It was a very positive report from the auditors for the Trust and congratulated to SW and his team.</p> <p>DECISION: Trustees approved the Annual Report and Accounts and the Letter of Representation.</p> <p>SW added that the papers needed to be physically signed by KK and GA before Christmas.</p> <ul style="list-style-type: none"> • Finance committee update GA gave a brief verbal update on the previous FC:- <ul style="list-style-type: none"> • The budget and annual accounts were approved. • Looked at the year to date figures and the savings made and we are currently operating ahead of budget. • Discussed the auditor position as we are at the end of a 5 year position with our current auditors. The looked at their value and the independence and were happy with the cost but SW and GA are going to ask them about independence and familiarity and how can they reassure us. This could give us a piece of mind that we are not missing anything but we still may go out to market. We will report back to the next FC in April 2023. We are not significantly over the guidelines as it was 5 years ago we appointed them by tender process. • How to tighten up the internal audit so we have greater assurance that we are doing all we can to fulfil our obligations to say that things are operating right on a day to day basis. • We are financially going better than planned.
ESW 449	<p>Education Performance & Safeguarding</p> <ul style="list-style-type: none"> • Any questions arising from the DoE report JS said it was really positive to see that in the state of the nation section, many schools are requiring a reduced level of support and <i>asked for an overview on the methodology and outcomes and also for further detail around BLA.</i> TH said that at BLA, outcomes do not raise any alarms but they are slow on progress in areas on the school improvement priorities, such as writing which has slipped with changes in staffing and leadership. Similarly, at KWR we have new HT and teacher and very few pupils. We have worked on Curriculum aspects, consistency in how we in assess, mark and treat children and expectations have risen so we feel in a much safer position in terms of the systems that are in place. MS added that we continually looking at the model of School Improvement and to what extent is it challenge, support of coaching? With some HT's, they need more support initially and then they stand on their own two feet. TH added that in terms of outcomes, in KCC a number of those outcomes are above average yet we are saying it is vulnerable. This is the opposite for CHD and we look at several measures so we know how to support the school going forward. <p><i>GA asked about the parent survey data with respect to the bullying and if there are any actions that we need to take to bring this into focus.</i> TH will present on this at the next Board meeting and explained that this is on the HT's agenda to share with all HT's. We will be looking at the big picture and how they are responding to bullying incidents, in addition we look at induvial basis. A huge</p>



percentage of parents do not see it happening and we have not seen it on the increase but individual cases are of a concern.

AH asked about the recruitment and staffing challenges and the impact on the progress of the schools. TH noted that it has a huge impact. For example, DAR has no English teachers and we have had to move another teacher to TEI and take one from TEI to put into DAR. Location there is difficult but nationally it is a similar picture. We are constantly looking for solutions across Trust and outside the Trust.

MS stated that 59% of teachers who were required to work in schools were recruited this year so everyone is looking for teachers. In addition, recruitment figures for this year are far lower than they required and this is a massive problem nationally. The answer is to get involved with teaching development and training and get in partnership with schools and other Trusts. We need to keep hold of good people by giving them opportunities. But this is the same for every other Trust who is worth their salt. As a Trust we can move people around as staff are willing and engaged at the moment. JS confirmed that it is really hard and we are also seeing this in teacher training perspective we are seeing people being very specific about location and the requirement for flexible working and it is more challenging to work around that when the job has to be in school all the time. We as a Trust are in the right space to capitalise on any opportunities around this space, especially with the development of the teaching school hub.

KK asked if we can get people to train as teachers rather than attract people who are already qualified? MS responded that we are trying to do that. We have already engaged in onsite training and development, including training people onsite and placing them in our schools. But people need to be attracted into the teaching the profession and these levels are not high at the moment. It is about not underestimating the generosity of staff that you have. You could write to politicians, local and further afield so they have more information to take forward to other people. DfE know it is a problem but no one in Government is listening.

AF commented that flexible working is actually declining and people are being asked to come back to the office which will be more apparent in the wider economy in the near future. The Government has said they would support education so we should be lobbying as a Trust as it is a win for them to demonstrate that they are prioritising dealing with teachers and children. MS confirmed that we are lobbying individually and as a Trust around funding and fuel cost increases.

- **PSC Committee update**

DP said that the format of the PSC is taking shape. This time we had Pete Rose who gave an MFL update, the HT of Teign, S Wharf and Chair, J Rees, who talked through their journey to Good. She commented on the support from the Trust and TH. We saw first hand a school that has gone from being on its knees to having a curriculum that is really starting to hold and a caring establishment where people are really starting to thrive. We then had triangulation with the chair, especially on the area of adaptive teaching which is an area that we need to get right. Chair was not confident but Pete Rose was. Self-evaluation activities were discussed along with the support from the School improvement team. DAR primary was discussed and also the fact that KCC is not in as good a place as the ISDR would leave us to believe. It was a very



	<p>transparent conversation. The PSC is supporting leadership, looking at SEND and disadvantaged activities across the Trust.</p> <p>DP noted that the PSC is light on Trustees. MS shared that two people responded to the LinkedIn advert. We are having conversations with people from other trusts who we will ask to join the PSC.</p>
ESW 450	<p>Strategic Direction</p> <ul style="list-style-type: none">• Risk register overview MS confirmed that this had been amended based on conversations with AH and GA. The heat map has helped MS's thinking and it identified that the two things we are dealing with the most are not on the risk register so they have been added. We need to look at this more often which will be easier with the heatmap. <i>AF was very supportive of the heatmap and KK found it really helpful snapshot of current concerns.</i>• CEO report MS shared that we had an Ofsted call yesterday for BLA, however we had more than 3 cases of Strep A so the public health say that is a pandemic and no external visitors were allowed. <p>Here followed a PART 2 discussion</p> <p><i>DP asked about why the MIS Bromcom included? MS explained that it has come up quite a lot in LGB meetings. It is showing transparency as to what we are doing and why we did it the way we did. It was a well thought out process but change is tricky and difficult. We have learnt and have shared this with you. AF enquired if more facilities for feedback on Bromcom could be shared for those who feel they have issues. MS explained that there should be 2 forms for feedback, 1 is an IT Hotline and 2, is via a member of the SLT in the school nominated to deal with Bromcom. AF suggested that we could republish this information so we show we are aware there have been issues.</i></p> <p>ACTION 1: SW to request HT's to include Bromcom contact information in the next newsletters</p> <p><i>DP asked what are the lessons learned from the Bromcom role out? MS responded: -</i></p> <ol style="list-style-type: none">1. They did not work hard enough getting HT's them onside to give them all the answers they needed2. We wanted to be all things to all people but not all schools were doing the same things which caused problems3. We could have had an 18 month roll in but we did it speedily with no additional staff at no extra cost. These are very difficult times for the data teams and the IT teams and they have shown incredible loyalty.4. MS told all HT's that no other training with teachers other than Bromcom, but then teachers might only use it 5 times a day and it took them time to get it right and become comfortable with it. <p><i>AH noted that communication with parents about the underlying reasons for moving to Bromcom was not clear. SW added that the biggest challenge is staff and capacity in general within the education.</i></p>



ACTION 2: MS to facilitate communication to parents around the benefits of Bromcom

AH asked if the support to the Riviera Trust was short or long term? MS explained that the Regional Director has introduced Trust Support Improvement (used to be NLE), to support schools which they think at some point might be part of your academy. We are in a Trust Support Improvement Plan with Exmouth with the aim that it will join us in the future. Riviera Trust has asked us to support them with 1 primary school for 3 days and now they have asked for another 10 days of support which creates opportunities for our staff. Their aim is to grow themselves as a Trust at this point. MS continued that today we have been asked to take on a Trust Improvement role for an RI school near Wynstream. MS updated the Trustees on Kingsteignton Primary school which is due to have a meeting with SW. They are only talking to ESW about joining our Trust and they have 7 further questions. The Chair and Vice Chair are fully supportive. It was a positive conversation and would be great for Rydon and Teign so it would be great for the all thoroughness.

GA and MS went to meet Bay Education Trust last week, however they decided to go with a Trust local to them. On the positive side, MS would like permission to enter into a 1-year management partnership with the South Hams partnership from 1 January 2023. This has taken over 4 years to build the trust with them and this is very positive for KCC and DAR. By Easter/Summer they will have decided if they want to join the Trust.

- **Strategic Plan Review**

KK was not clear what we have delivered in terms of our objectives from the papers. MS provided evidence about what we are doing in the documents but will put a summary in for the next meeting.

- FOCUS: Objective 5

Increase quality of education provision and outcomes in all our schools
TH talked through her presentation.

KK enquired how much now, as we are growing as a Trust, are we looking externally to learn from others regarding good practice. TH responded that we have 2 disadvantaged leads across the Trust and they are engaging externally (with the Cabot Federation and REACH) and disseminating best practices learnt. MS added that we are part of the disadvantaged network for the South West and we also engage in everything we can externally. *GA asked if we are giving direction about the implementation of 11 by 11 to individual schools?* TH said that we consulted schools about what they were doing well in terms of pupil enrichment and selected the best. Nick Banwell met with HT's initially and then suggested a possible program that has originated from the schools. TH explained that the work around engagement with businesses has not been a huge priority so this has not got off the ground. The idea would be to plant the seed with two groups, personal development and sixth form.

- Update on Objective 3

Invest in, and develop our training of all our staff

DP mentioned the Talent Pathways and was not clear about the inclusion of adaptive teaching and MS responded that it is embedded in all teaching (including SEND and disadvantaged) and is one of the priorities across the Trust for the whole year.



	<p>MS shared that we now have Chartered College membership but staff are not stepping forward as they don't have the capacity. <i>KK was not clear on what we have delivered, what we are struggling with and what we have achieved.</i> MS explained where the information is in the documents provided to the Trustees.</p> <ul style="list-style-type: none"> ○ <u>Update on Objective 1</u> <i>Recovery from Covid-19 pandemic</i> TH spoke about the National tutoring catch up program and explained that they looked at KEVICC year 11 as their outcomes were better. TH joined the Queen Street Group to look at how effectively the National Tutoring program has been done. How to move forward? Two colleagues went to Sidmouth College to see the effective practice that they have implemented. For the Primary tutoring program, we had to pay some money back as we could not get the people to run the tutoring. Rydon trained TA's to do this but because of staff sickness they had to cover classes. KK asked about attendance post COVID and other sickness. TH said that KCC is the only school that is above national average. The rest are lower but broadly inline with the national trend. <i>KK added that persistent absentees in secondaries should be a focus for the Board going forward.</i> <p>ACTION 3: KK to convey to Chairs and MS to convey to HT's about attendance being focus for the next LGB meeting (PTD to draft email)</p> <p><i>KK stated that this should help us ask the questions or 'are we making the right reasonable adjustments for those children who are disadvantaged or SEND?' GA asked if we want to give a percentage to aim for so it is an ongoing action. KK noted we have the National average for attendance but asked if we still have localised school attendance targets? TH responded not since COVID and DP that 97% is noted on the strategic objective.</i></p>
	<p>Governance</p> <ul style="list-style-type: none"> • LGB (headlines/minutes) MS and TH attended all meetings between them and had witnessed some very good meetings with loads of challenge. TH noted that the new Governor link visit forms have been used. <p>DECISION: Trustees all approved the new LGB Governors.</p> <ul style="list-style-type: none"> • Policies <ul style="list-style-type: none"> ○ Support Staff Appraisal Policy (SW/G) ○ Financial Administration Policy (SW/JF) ○ Redundancy Policy (SW/JF) ○ Pay Policy (MS/TH) <p>DECISION: Trustees approve all policies.</p>
ESW 451	AOB