



## **EDUCATION SOUTH WEST TRUST BOARD PART 1**

Part 1 Minutes of the Trust Board of Education South West held virtually at 6.30pm on Thursday 7<sup>th</sup> December 2023.

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

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| <b>1</b> | <b><u>WELCOME</u></b>  |  |
|          | GA welcomed all to the meeting.  |  |
| <b>2</b> | <b><u>APOLOGIES FOR ABSENCE</u></b>  |  |
| 2.1      | Apologies were received from Jennifer Gibbs, Jenny Sutton and Barrie Taylor.   |  |
| 2.2      | The absences were consented to.  |  |
| <b>3</b> | <b><u>DECLARATION OF PECUNIARY AND BUSINESS INTERESTS</u></b>  |  |
| 3.1      | No declarations of pecuniary or other interests regarding items on the agenda were made.   |  |
| 3.2      | No declarations of gifts or hospitality had been received or given since the last meeting.   |  |
| <b>4</b> | <b><u>MINUTES</u></b>  |  |
|          | The minutes of the meeting held on <b>Thursday 19<sup>th</sup> October 2023</b> were <b>approved</b> and would be signed by the chair.   |  |
| <b>5</b> | <b><u>FINANCE</u></b>  |  |
| 5.1      | <u>Finance Committee Report</u>  |  |
|          | GA noted the Finance Committee met on Thursday 7 <sup>th</sup> December 2023 and discussed the end of year audit. He said he had met with the audit partner earlier in the day who had agreed all was clear. |  |



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|     | <p>GA reported mid-year, they were forecasting a deficit across the trust of £476,000 but expected to end the year with a deficit of £225,000. He said they had discussed the falling birth rates and the impact on the trust.</p> <p>GA reported that the Annual Report and Financial Statements were recommended to the Trust Board by the Finance Committee. He noted the auditors gave a very favourable report.</p> <p><b>Trustees asked how they would manage the pension liability.</b> SW explained the government had underwritten liabilities for the pension scheme so the government would pay.</p> <p><b>Trustees approved the annual accounts.</b></p>  |  |
| 5.2 | <u>Shared Services Verbal Report</u>  |  |
|     | <p>SW confirmed he had completed the audit for Kingsteignton Primary School which was clean.</p> <p>Trustees had a discussion which was recorded in the Part 2 minutes.</p> <p><u>Catering</u></p> <p>SW reported the initiatives discussed in the last meeting were beginning to work and the new product offer was generally well received and the net income was improving. He said they were using the data to drive decisions to hone the offer and continue to improve sales.</p> <p><u>Facilities and Capital Works</u></p> <p>SW said they were unable to carry out any long-term planning because they did not know what they would get from the government. He said KEVICC joined the trust with some capital money so they were planning work there. SW said they were still trying to get permission from the DfE to sell excess land at KEVICC and the money would go towards improving the estate rather than replacement.</p> <p>SW reported the work on Teign School would not be completed until mid-March due to the top floor of the building being flooded and some walls needing to be replaced.</p> |  |
| 6   | <b><u>PERFORMANCE AND STANDARDS</u></b>   |  |
| 6.1 | <u>Performance and Standards Committee Report</u>   |  |
|     | <p>The Performance and Standards Committee met on Monday 27<sup>th</sup> November 2023. GB said all outcomes had been shared and the trustees asked challenging questions about the data.</p> <p>TH reported at the meeting, Jayne Keller had shared the writing focus and primary data based on year 1 and 5 from the previous year. She said Suzannah Wharf had discussed secondary data, disadvantaged children, coaching and CPD programmes. TH said the outcomes of the parent questionnaires were shared with the committee.</p>  |  |
| 6.2 | <u>Director of Education Verbal Report</u>  |  |



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|  | <p>TH said the current focus was on outcomes following concentrating on the KS3 curriculum the previous year. She said they were raising the profile for end of year exams and had shared a document which detailed what every school was doing to support their year 11s. TH said they were developing the means to monitor the effectiveness of the interventions.</p> <p><b>Trustees noted the raising standards strategies listed activities but asked how they would link the activities to the outcomes.</b> TH said they had gathered information on the strategies and now had monitoring in place which included pre-public exam (PPE) assessments.</p> <p>GA noted the strategies included some wide-ranging statements and suggested they could break them down into smaller actions for schools.</p> <p><b>Trustees asked why there was not always a summary target in the actions in the LGB impact reports.</b> TH explained not all schools had been reviewed but chairs liked comparisons to work with each other. She said all school would have had their interim reviews by the end of the term.</p> <p><b>Trustees noted some schools had a high number of suspensions and asked if there was anything they needed to be aware of.</b> RC explained both schools had tough behaviour policies and the teachers needed supporting. He said following the pandemic, the dysregulated children found it hard to go back into school and learn. RC said the schools were trying different strategies and lots of the suspensions were often a small number of children.</p> <p>MS reported the building work at Teign was making the site more difficult. He said Teign had often been successful keeping children in school who were not kept at other schools. MS noted the facility at Kingsbridge Community College was having a positive impact.</p> <p><u>Attendance Improvement Strategy</u></p> <p>RC shared his presentation on the attendance improvement strategy and discussed the work of the school improvement team. He said the attendance work was based on the document 'Listening to, and learning from, parents in the attendance crisis'. RC said Ofsted had recommended schools were sympathetic and responsive to the families. He shared the attendance data.</p> <p>RC said it was important that school leaders and LGBs regularly discussed the children whose attendance was below 90% and those in years 6 and 11.</p> <p><b>Trustees asked if there was a concern with a particular year group.</b> RC said Coombeshead's year 11 had relatively strong attendance but the trend was that the higher years in secondary schools had worse attendance.</p> <p>RC noted South Devon UTC only had years 10 and 11 and there was a high proportion of SEND and PP.</p> <p>RC explained he had worked on a new ESW attendance policy which schools would need to personalise. He said there was an escalation process which was well-established in some schools but they were trying to have a common trust policy. RC</p> |  |



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|          | <p>said it was important to keep the information in the letters very straightforward and they had taken the idea from KEVICC of signposting families who were struggling.</p> <p>RC said the attendance tracking process was centralised in Bromcom and the behaviour and attitudes group shared best practice. He noted they would survey all secondary school children on attendance and he shared some questions they would ask.</p> <p>RC said the next steps would be community anchoring and rebuilding partnerships.</p> <p><b>Trustees asked if the policy and processes were already in practice.</b> RC said they were but it would not be a quick process and they were supporting schools. MS noted it was starting to have an impact at KEVICC.</p>  |  |
| <b>7</b> | <b><u>STRATEGIC DIRECTION</u></b>   |  |
| 7.1      | <u>Strategic Plan Overview</u>  |  |
|          | The Trustees had a discussion which was recorded in the Part 2 minutes.   |  |
| 7.2      | <u>Risk Register</u>  |  |
|          | GA, AH and MS would have a meeting the week of 11 <sup>th</sup> December 2023 to discuss the risk register and carry out a deep dive in January 2024.   |  |
| 7.3      | <u>CEO Verbal Report</u>  |  |
|          | MS reported he had presented at a conference about impostor syndrome in leadership and he had visited Berlin to observe the education system. He said he would be presenting to the Ukrainian Education Authority on 11 <sup>th</sup> December 2023 about education in Britain.   |  |
| <b>8</b> | <b><u>GOVERNANCE</u></b>  |  |
|          | <p>Trustees <b>approved</b> the revised terms of reference following the change to the scheme of delegation.</p> <p>Trustees <b>agreed</b> the Trust Board minutes would be shared on the Trust Board website.</p> <p>Trustees <b>approved</b> the following changes to the LGBs:</p> <ul style="list-style-type: none"> <li>• Coombeshead <ul style="list-style-type: none"> <li>○ Ollie Abercrombie – new parent governor</li> <li>○ Eleanor Cummings – new staff governor</li> </ul> </li> <li>• Rydon <ul style="list-style-type: none"> <li>○ Jackie Booth – re-elected staff governor</li> <li>○ Lisa Cudlipp – re-elected staff governor</li> <li>○ Susan Cooper – new co-opted governor</li> <li>○ Rosy Howell – new parent governor</li> <li>○ Joel Lunnon – new co-opted governor</li> <li>○ Malcolm Wheatley - Chair</li> </ul> </li> </ul> <p><b>Trustees asked if, when LGB governors were reappointed, should they look at their engagement in training.</b> MS said this had been discussed in the past but they</p> |  |



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|           | did not want to lose governors. GA said he would raise this at the next Chairs' Forum. Trustees agreed they could review when safeguarding training took place and suggested having it as a standard agenda item in each meeting. They said when re-appointing, they could use it as an opportunity to remind governors of their obligations. The clerk suggested recording their training on GovernorHub.   | <b>AP1</b> |
| <b>9</b>  | <b><u>POLICIES FOR REVIEW</u></b>  |            |
|           | Trustees <b>approved</b> the following policies: <ul style="list-style-type: none"> <li>Financial Administration Policy</li> </ul> Trustees discussed the process of reviewing and approving policies. It was agreed the clerk would send the policies to the named executive for them to update it and would then send the policy to the named trustee to approve. SW suggested prioritising the contractual policies.  |            |
| <b>10</b> | <b><u>MATTERS BROUGHT FORWARD BY THE CHAIR OR CEO</u></b>  |            |
|           | None.  |            |
| <b>11</b> | <b><u>PROGRAMME OF MEETINGS FOR 2023/2024 AT 6.00PM</u></b>  |            |
|           | Trustees confirmed that the next meeting of the Trust Board and AGM would be held at <b>6.00pm on Thursday 8<sup>th</sup> February 2024 at Kingsbridge Community College.</b><br><br>Trustees agreed the programme of meeting dates for the remainder of the 2023/24 academic year as follows:<br><br>Thursday 21 <sup>st</sup> March 2024 at 6.00pm at King Edward VI Community College<br>Thursday 23 <sup>rd</sup> May 2024 at 6.00pm at Coombeshead Academy<br>Thursday 11 <sup>th</sup> July 2024 at 6.00pm at Teign School |            |

The meeting closed at 8.06pm.

Signed

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Dated

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| Action Point | Agenda Item | Action   | By Whom | By When                       |
|--------------|-------------|--|---------|-------------------------------|
| AP1          | 8           | Clerk to add LGB governor engagement and reappointment to the next Chairs' Forum agenda and to ask governors to record their training in LGB meetings. | Clerk   | 29 <sup>th</sup> January 2024 |