

MINUTES
of the Full Board meeting of the Trustees of Osprey Learning Trust
held on Tuesday 20 July at 10 am
via MS Teams online due to COVID-19 social distancing restrictions.

| Present: | | |
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| Name | Title/Role | Initials |
| Jackie Jackson | Safeguarding Trustee/Chair of Vulnerable Children Committee | JJ |
| Steven Jackson | Prospective new Trustee | SJ |
| Katy Quinn | CEO | KQ |
| Paul Lilley | Vice Chair of Trust Board/Chair of Finance, Audit & Risk Committee | PL |
| Jon Newman | CFO | JN |
| Tony Smith | Chair of Trust Board | TS |
| Katie York | Trustee/Member of Policy Review Group/Chair of Performance Committee | KY |
| Chantelle Mashiter | Trustee/Member of Finance, Audit & Risk Committee/Link for Careers | CM |
| Sam Trevorrow | Trustee/Link for Operations | ST |
| Gaby Willis | Clerk | GW |
| Apologies: | | |
| None received | | |
| Absent: | | |
| Pat Henchie | Foundation Trustee and Link for Ethos/Member of Policy Review Group/Member of Vulnerable Children Committee | PH |

Key to acronyms:

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|-----|---------------------------------|--------|---|
| FAR | Finance, Audit & Risk Committee | OLT | Osprey Learning Trust |
| FTE | Fixed Term Exclusion | SCR | Single Central Record |
| LGB | Local Governing Body | KK | Kenn and Kenton |
| LA | Local Authority | TCS ER | Teignmouth Community School (secondary) |
| | | TCS ML | Teignmouth Community School (primary) |

| Item | Content | Action |
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| | The meeting opened at 10 am. | |
| 5/1.1 | Apologies: CM may be joining late. PL and PH absent at this time. Not on the agenda but at the request of the Clerk TS stated all Trustees have been allocated an OLT email address. GW sent links to everyone and would appreciate a reply to the test email asap to confirm these are up and running, and that all Trustees use those email addresses rather than the personal ones now. | |
| 5/1.2 | Welcome and Declarations of Interest: TS welcomed everyone. There were no declarations of interest other than those already recorded. PL and CM joined the meeting. | |
| 5/1.3 | Appointment of a new Trustee – Babette Fuller: It was confirmed that BF's application has been on the portal for Trustees to view. TS and KQ have met her and she is warmly recommended by the Chair of the Cockwood LGB. There being no questions, TS proposed BF be appointed as a Trustee of Osprey Learning Trust. Unanimously AGREED and duly APPOINTED. Action: GW to organise the relevant checks and paperwork. | GW |
| 5/2.1 | Matters Arising from the Meetings held on 25 May 2021: | |
| | 4/6.2 TS had drafted a brief job description for links between Trust and school and it had been circulated. Noted the flow of information is important, both to and from the Board. Trustees encouraged to attend the odd LGB meeting and communicate with the Chairs of LGBs. | |
| | 4/4.2 Performance committee – to discuss teaching of science across all combined which was covered at performance committee and also to look at primary data, reflected in the minutes of that meeting. KQ confirmed teachers are waiting for timetables for September and will look at this again next year. | |
| 5/2.2 | Accepted minutes of meeting held on 25 May 2021 as a true and accurate record. Unanimously APPROVED. | |

| Item | Content | Action |
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| 5/3.1 | <p>CEO Report: KQ wished to record thanks for this year to the Headteachers in the Trust for working to keep schools open and closures to a minimum. Thanks to the Local Governors for working alongside their schools, talking to parents and reassuring stakeholders. Personal thanks to the Trust team who were coming together for the first time and have done this on a background of the Covid pandemic and to the Trustees for their support and pragmatic approach to meetings and allowing KQ the time and ability to focus on priorities.</p> <p>Report has been circulated on the portal and KQ ran through some highlights. Catch-up funding and primary and secondary data analysis of this was on the portal for Trustees to look at. ER are running a summer school this year on 16 August which is government funded and 120 of the 170 Year 7 intake are signed up. ER school improvement review – overall summary is more work is needed and a greater sense of urgency to school improvement. Review picked up good classroom practice so there is potential. KQ has categorised the “what went well” and “even better if” and looked at accountability and consistency being key drivers. ER have a revised SIP looking at Sept-Dec 2021 and having key points of measurement for Trustees, LGB and the school itself. Support is in place from a fellow Head in a neighbouring secondary for one day per week to look specifically at behaviour, culture and ethos.</p> <p>Attendance – at ER of 1000 students only have approx. 350 on site today which is a combination of cases in the community and teacher shortage with many isolating so some years are being taught remotely and some are in school. For Half Term 5 (HT5) in comparison to national all Trust schools are above the national benchmarks. This is the measure that Ofsted will look at and what goes into our analysing school performance.</p> <p>Exclusion data at ER: This was raised by JJ as part of her discussion with the Head for what happens next. KQ explained that exclusions happen when a student reaches a point where their behaviour is unacceptable and in line with the Behaviour Policy the student needs to be removed for a short period of time. There must be a provision for those children as this rarely solves the problem. KQ referred to the data that had been shared and JJ voiced concern about students that are not able to be supported at Wave and what happens. It is hoped the relaunch of the Behaviour Policy will cement the procedures and ensure consistency across all staff for it to be effective. JJ confirmed this will be looked at next term.</p> <p>KQ stated that a lot of the incidents in the data are refusal to follow instructions/defiance. This is where consistency amongst all staff is needed. Trustees were advised of two permanent exclusions at ER in July which were upheld by the LGB and are in an appeal period until September.</p> <p>Speak for Change is an exciting project looking at children’s oracy being led by Cockwood. The funding body have requested a summer presentation which means approximately £14k of additional income could be received if granted. This includes ER as well as the primaries and is looking at linking in with TAs and SEND team. It is about children having a voice which develops speaking and listening skills and the effective use of spoken language. There is also an option to link in with the Houses of Parliament. It also ties into Rights Respecting schools which the Trust has signed up for from September across all the schools.</p> <p>The Rights Respecting Schools Award – working towards bronze, silver and gold awards. Will tie in with issues coming out of ER in terms of respecting oneself and having a right to be listened to; have an opinion; and responsibility to conduct oneself in a positive fashion. Questions invited.</p> <p>Q: Inconsistency at ER was the thing that stood out and it is important to speed up the work there, which is on the right road. Some performance indicators such as number of FTE and lower planned admission numbers; and student feedback where they were not inclined to recommend the school to others – would this imply they are lacking a sense of pride at the moment?</p> | |

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| | <p>KQ commented when students were asked what are you proud of and what do you like best about your school, they struggled across the board.</p> <p>It was commented that the last section of the report on looking ahead with all the projects was great and really positive. CPOMS and Target Tracker going across the Trust will make consistency of comparison much easier and stronger. KQ was thanked for her work and a very well set out report.</p> | |
| 5/4.1 | <p>Finance, Audit & Risk Committee: PL minutes are on the portal. Joined again by TCS Heads and Chair of LGB plus one other Governor which was useful to give a sense of connectivity and their feedback was very welcome. The management accounts were reviewed and there are still covid implications. SJ had met with JN about stress testing the lines and PL flagged staffing costs need to be watched if have to go into supply with teaching staff isolating, assuming there are any supply teachers available. Overspend contained Covid costs so the committee was comfortable with that. Looking to deliver balanced budget. Agreed need to keep vigilance on key costs and income lines to be sure maximising the stream of income and having awareness of and controlling costs. MAT central budget was discussed and the budget has been set conservatively. Alive will be reviewed at a separate meeting in the new academic year.</p> <p>Potential salary increases of 2% have been included in the budget. MAT central costs prepared on an in-and-out basis. GAG Pooling becomes more relevant and savings can be made there so more work will be needed on this in the new financial year. All management accounts are available to Trustees on the portal.</p> <p>Catering equipment was tendered for and the best tender was agreed which was the most cost effective. This process has been undertaken with a lot of help and guidance from the new catering manager who has a lot of expertise in this area. Need to ensure equipment is fit for purpose now and for next 5 years.</p> <p>Agreed some infrastructure spending on ER to invest in buildings and environment for the student which may help encourage a more positive feeling about the environment at school.</p> <p>Q: MAT top-slice – at the moment what is getting in the way of school improvement and trust wide activity is there is no specific budget for school improvement.</p> <p>PL agreed it is important to make a positive strategy about how to make that funding available.</p> <p>Action: GW to add to agenda for FAR Committee to discuss with JN in the new year.</p> <p>Approval of budget 2021-2022: PL asked JN to lead on this. JN confirmed the budgets have been thoroughly reviewed at FAR Committee with 4 school budgets giving a consolidated income of £9.3million. Setting the budget was more straightforward this year due to ER restructure giving benefits financially, and as staff left in year not all were replaced. ML had some resignations at end of 2020 and for various reasons were not replaced. JN flagged that ER have a large year group in Year 10 who will leave next summer. If they stay in Sixth Form will be beneficial but if not, as 210 are leaving and being replaced with 175-180, there will be a gap there of around 35-40 students which creates a significant drop in income in September 2023. The school is aware and Trustees need to be mindful. Other potential changes within the Trust were also flagged which have been included in the budget as the most likely outcome.</p> <p>MAT lines are in-and-out and OES are conservative estimates whereby pulling back from Alive and sports which is a slim offer and catering returning to somewhat normal which has been seen in last few weeks. The plan at ER is to revert to a more normal day with a longer lunch which will allow a better canteen uptake. Stress-testing of additional income lines was discussed and will be done next year. Catering brings in approx. £400k per annum. Breakfast clubs bring in around £5k. Catering is a significant risk to income so energies will be put in to those.</p> | GW |

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| | <p>TS thanked the FAR Committee and JN for their background work and noted the finances are in a much healthier position this year. PL recommended approval of budget for 2021-22. Unanimously APPROVED.</p> | |
| 5/4.2 | <p>Performance Committee: Minutes on portal as a draft. Outcome of Y11 very constrained about what could be reported had to be in historical guidelines. Moderation had turned out to be a strength and good CPD on how to moderate and use ranking system. Lots of key questions were asked and can be seen in the minutes. KY felt there are lots of good ideas but more thought needs to be given to the “what ifs?” and using the data for the pastoral considerations as opposed to just academic performance to follow up with a team approach.</p> <p>Head of English at ER is leaving with an interim Acting Head in place for autumn term. Senior people in that department with a lot of other responsibilities which featured in the Deb Wring report that lessons were being missed for meetings. This has been addressed and is being monitored. KQ confirmed the advert will be external and the desire is to make a quality appointment. KY flagged there is no consistent way to challenge and track gaps robustly at ER which needs to be addressed. A discussion was held with the Deputy Head about the new ranking system for assessments and concerns were raised about motivation of students who are towards the bottom of that ranking and how this is managed – again, this needs to be monitored. Deep dive process is in its infancy and good recommendations have come out of this. KY thanked SD and KQ for their time at the meeting as KY had a lot of questions.</p> <p>Very positive primary data discussion which had been missed out due to time taken on ER this year. Informative about differentiation in primary and reasons for students struggling in certain years. Tracking system across the Trust will give comparative data.</p> <p>Q: To what extent do you think there are too many initiatives at ER and nothing is seen through?</p> <p>KY stated that could be the problem and perhaps this should be looked at to see if the focus can be narrowed. KQ advised the SIP had been looked at around core principles of teaching in every lesson, behaviour, ethos. Curriculum driven thing in secondary has possibly been underestimated and work is needed on streamlining what they are doing with the data and have someone who knows what they are looking at to be properly critical.</p> <p>Q: Is there enough praise and positivity to encourage pride?</p> <p>KQ commented that this would be the shape of the performance committee for next year and what it will look at.</p> <p>Action: KY to look and see what exam boards offer for tracking in secondaries.</p> | KY |
| 5/4.3 | <p>Vulnerable Children Committee: JJ and PH made joint visits to all Heads on this occasion and JJ stated this has provided a much better insight into the schools. Next term will be about meeting with the LGB links. Reports are on the portal. In primaries there was the feeling that they were on the ball with safeguarding effectively, and are very proactive with support and following up of impact and if things worked and clear examples were given with great enthusiasm. Only large concern is the possibility of a home school link person as schools are working far beyond their capacity and don't have the budget to send staff home as much as is required particularly for vulnerable families. Still reporting a problem with social worker availability with one Head having waited 9 months for one referral. JJ is still keen as a Trust to explore what we can do here.</p> <p>Lots is done to support children with anxiety and mental health. Buddy system in place at KK for staff to support each other but huge pressure on the Heads. KQ confirmed from her last report that all Heads have signed up for a Head programme from DCC and we are being supported from the LA. There is also someone who will be working with all the primary heads on a half termly basis for mentoring and coaching who has been working with Head of ER this year. Conversations were really positive and enthusiastic and the Heads were generous with their time so JJ will be writing to thank them.</p> <p>ER is in a better place than before for safeguarding with the SCR etc back in place. Discussed behaviour management with reference to FTE which are high and the theme is about plans for next term. JJ explained the next steps need to be to action those plans from day one and put in place behaviour management and student services and welfare teams that have been</p> | |

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| | created and show a solution has been sought. Monitoring and measuring the impact of those teams is needed from the first week so progress can be seen. As a Trust need to acknowledge safeguarding is active and in place but should have report on impact and monitoring of those plans. TS thanked JJ and PH for work and report and agreed it is right that ER has come a long way in six months still with work to do. | |
| 5/4.4 | Chairs' Meeting: This took place virtually last week with KQ and TS and the LGB Chairs. Recommendation for next year is to meet them after every Board meeting and have a light lunch at Noon to enable discussion with the Trustees, and then hold a Chairs' Group meeting at 1 pm for one hour to open up the communication and ensure things are addressed in a timely manner. | |
| 5/5.1 | Risk Register: This has been reviewed and is in a new streamlined format for next year following recommendations and comments from the internal auditor. This is reviewed and discussed at FAR Committee and the Risk Management Policy was reviewed by the Policy Review Group so is looking at a different way to manage risk to fit in with DfE guidance in The Orange Book. School risk registers will sit underneath this and if there is a risk within a particular school there is a mechanism to move these up to the Trust. JN this will be a much better sustainable policy going forward as will give a clear idea of Trust responsibilities and schools will look at their own individual risk. KQ invited SJ, PL and CM for comments and confirmed the register will come to FAR and Trust Board each meeting so will be refined as the year moves on. PL commented that regular focused review is the best way forward around key risks rather than all risks. KQ confirmed the plan is to look at the red or amber top five or six each meeting. | |
| 5/6.1 | Policies and Procedures: All reviewed by the Policy Review Group on 6 July and recommended to the Trustees for adoption. Freedom of information Act: Not many changes. Unanimously ADOPTED . | |
| 5/6.2 | Lettings: KQ stated at the time of the Lettings Policy adoption there were none at KK and Cockwood but since then they have decided to let hall, field etc so that has been equalised in the policy. Policy is unchanged, just appendix added for those schools and their charging. Q: Should we ensure there is something around terms and conditions around Trust being able to carry out any cleaning or repairs necessary. Saw provisions for person to make good any rubbish or damage but you might have issue around circumstances where they don't and requiring them to come on site etc might be easier to Trust to do that and charge it back. SD responded that the provision is in there that additional cleaning is charged at £17 per hour and a note would be made for the next review to add some text about damage. Action: SD to add text about damage to next review. There are exemptions about high risk functions that could cause damage and this would be discussed ahead of agreeing that letting. Unanimously ADOPTED . | SD |
| 5/6.3 | Risk Management Policy: This is a new policy. Unanimously ADOPTED . | |
| 5/6.4 | Support Staff Appraisal Scheme: Discussed at length and felt it is important people understand this is a positive aspect of their work so wording has been changed to give this reassurance and allow people to feel they are co-contributing. The need to ensure support staff are given a place to raise concerns and celebrate where doing their jobs well was noted. Looking at training for line management trees and this will be done in September and also on admin around appraisals. Unanimously ADOPTED . | |
| 5/7.1 | Dates for Meetings next year and protocol for virtual or in person: GW has circulated the dates for meetings next year with the only change from that being that Full Board meetings will now start at 10 am and be followed at 12 Noon by lunch with the Chairs of the LGBs and then the Chairs' Group will meet from 1-2 pm. It is hoped that the meetings will be in person, but will continue on Teams should Covid guidance dictate. Moved to Part II | |
| | TS thanked everyone for their work this year. Separation of governance is there. Budget going in right direction as is the vulnerable children. Performance in primaries is very encouraging and work to be done at ER so the top targets remain ER and Trust growth. TS wished everyone a very good summer and the meeting closed at 11.34 am. | |