

MINUTES
of the General Meeting of the Full Board of Ivy Education Trust
held on Tuesday 16 May 2023 at 10 am at the Trust Office, Teignmouth

Present:		
Name	Title/Role	Initials
Paul Austin	Trustee/Vice Chair of Trust Board	PA
Sue Clarke	Trustee/Member of Quality of Education Committee	SJC
Babette Fuller	Safeguarding Trustee/Chair of People and Values Committee	BF
Paul Lilley	Trustee/Chair of FAR Committee	PL
Rev Gareth Regan	Foundation Trustee/Member of People and Values Committee	GR
Tony Smith	Chair of Trust Board	TS
Katie York	Trustee/Chair of Quality of Education Committee/Member of Policy Review Group	KY
In attendance:	Title/Role	Initials
Katy Quinn	CEO	KQ
Paul Cornish	Executive Director of Education/Director of Spirituality	PC
Jon Newman	CFO	JN
Nick Hill	COO	NH
Gaby Willis	Trust Governance Officer	GW
Apologies:	Title/Role	Initials
Scott Deeming	CPO/Company Secretary/Trust DSL/DPO	SD
Steve Jackson	Trustee/Vice Chair of FAR Committee	SJ
Absent:	Title/Role	Initials
None		

Key to acronyms:

DC	Dawlish College	NAC	Newton Abbot College
TCS ER	Teignmouth Secondary	TCS ML	Teignmouth Primary
SX	Starcross Primary	CKK	Cockwood, Kenn and Kenton
LGB	Local Governing Body	SIP	School Improvement Plan
HT1-6	Half Term 1-6	FAR	Finance, Audit & Risk Committee
KS	Key Stage	SEND	Special Education Need and Disability
P&V	People and Values Committee	EDE	Executive Director of Education
QofE	Quality of Education Committee	FAR	Finance, Audit and Risk Committee
DSL	Designated Safeguarding Lead		

Item	Content	Action
	TS opened the meeting at 9.55 am and welcomed everyone.	
22/7/1.1	Apologies: SJ and SD.	
22/7/1.2	Declarations of Interest: None declared for this meeting. No changes to those already declared.	
22/7/1.3	Terms of Reference for newly appointed School Improvement Committee: Unanimously APPROVED.	
22/7/2.1	Matters Arising from the meeting held on 21 February 2023 – Part I and II: Link Trustee for Starcross – PL Link Trustee for Dawlish – KY (once Chair of Governors is appointed) Recruitment of Chair at TCS ML being picked up by KQ and GW. Deep dive and part-time timetable data is included in the CEO's report. People data in terms of absence was featured in last meeting. UPS3 teachers will be picked up at the P&V Committee. School visits to be discussed later in meeting.	
22/7/2.2	Accept the minutes of the previous meeting Part I and II as a true and accurate record: Unanimously AGREED.	
22/7/3.1	CEO Report: Circulated ahead of the meeting. Sexual harassment question was followed up as requested and KQ met with each DSL and summarised what had been done in response. Some work is required around part-time timetables now that secondary data is available. There is a financial element and the new Senior Finance Officer will focus on analysis there, and also quality of education for those children in part time provisions. TCS ML is no longer using two of the providers due to concerns and senior leaders and DSLs will meet to create a list of approved providers.	

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	<p>Q: Part-time timetable figure is higher than expected. Can we have a breakdown in terms of age profile next time. Also, it should be about reintegration. Third party authorisation is required now from agencies such as EP, EWO, etc and 4 weeks' minimum. Children are on them for a number of reasons such as school refusal, health, etc. Those in Year 11 are leaving and a new provision is being explored for Year 7 and the future. Provision is funded to a certain point and the funding may then may run out but the provision is still in place as it is meeting the need of the child, which is a cost to the school. Some provisions cost up to £350 per day. Q: The Year 11s, some are sitting GCSEs? Not off timetable? Some are sitting exams at home; school refusers from TCS ER have option to sit exams at TCS ML. 2 members of staff are required per child to invigilate.</p> <p>Action: KQ to produce age profile for next Board meeting.</p> <p>Starcross attendance is fluctuating. HT2 saw a strep A outbreak and Covid, but dropped again HT4. PC and KQ are visiting SX and will discuss this with the Headteacher. There is an opportunity to share the great practice going on at ML which was noted in yesterday's visit.</p> <p>Staff survey results were discussed at the P&V Committee. 81% of staff feel well supported at work. TW scored 85% and national benchmark is 80%. Staff say workload is manageable, national benchmark 52% and we were 64%.</p> <p>Governance update: A Chair has been found for Dawlish to be appointed at the next meeting. It is hoped to have full quota of LGOs by the end of the month with some restructuring of the team.</p> <p>IT WAS PROPOSED that the responsibility for Health and Safety be removed from TCS ER LGB. The school needs a lot of work with fabric of the building and compliance and the Headteacher needs to focus on the improvement. KQ has discussed with the Trust team management of the school site team for 9 months to support. There is a need for the risk assessment side of things to be brought up to date, with someone driving this. The Headteacher is appreciative of this proposal. Unanimously AGREED.</p> <p>Trustee recruitment: Governor for Schools (which has been very successful for governor recruitment across the Trust) now has a Trustee arm. There is a small charge for this which allows Governors for Schools to offer their services for free. IET profile will be provided with a framework to subscribe to. 2 or 3 Trustees may be needed to review profiles and meet at the first stage.</p> <p>Action: GW and KQ do the legwork and then pass to 2 or 3 of the Trustees to meet before end of the summer for September.</p> <p>A new Headteacher at Starcross has been appointed for September who comes with a skill set which will be of huge benefit. A new Head of School has been appointed at Kenton who will also be a great addition to the leadership team.</p> <p>Trustees commented that the section of the report on sexual harassment was interesting and informative. Quality input is being provided for students. Youth offending initiative commissioned working with 1:1 and small groups with very positive feedback. Exeter Chiefs women's initiative is good.</p> <p>Staff survey workload came up as an issue from Dawlish College. Heads were then challenged to say what can we do, what do you need as a member of staff, and each school responded slightly differently. This was picked up in P&V Committee meeting and followed up. Support staff costs increased around 10% this year giving less staff on the ground so there is an ongoing positive discussion around the challenge of completing priorities. The P&V Committee will review again before the end of the summer term.</p> <p>Q: In terms of comms are you intending to go back to the staff from the Trust and say you said, we heard? P&V Committee is leading on this. Headteachers and LGBs have been tasked to pull this together and go back to staff. It will become part of a cycle.</p> <p>Workload and wellbeing – important that staff feel valued and praised so it is not always about capacity, also about morale. Q: Were some things school specific? Very much down to the LGBs to look at the specifics in their school and come up with targeted action plans. No concerns.</p>	<p>KQ</p> <p>GW/KQ</p>

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	<p>Q: Dawlish RoSLA building replacement. At present the response is to spend money to carry out a refurb of the existing block. Does that mean we spend and they will give us the money back? DCC will fund the project to rebuild it, but can't guarantee when. The school need the places and the school rebuilding team are saying you have to sort out how to house the children for the immediate future. There is an option to refurb or put in temporary buildings. To refurb would be a waste of public money as there will be a new building in 5-6 years' time. Estimated temporary accommodation costs are £100s of 1000s. There is also an issue with power, heating etc.</p> <p>SIAMS and school evaluation tool to be discussed later in the meeting.</p>	
22/7/4.1	<p>FAR Committee held on 2 May 2023: Minutes circulated in advance. Due to industrial action the Heads of schools with removed responsibilities did not attend as were needed to cover in schools so JN presented the figures. Number of classes at SX is a challenge in terms of pupil numbers which will require discussion in the future.</p> <p>Comfortable funds in the bank at the present time but these are likely to diminish in the future so financial decisions must be well thought through due to the challenge of future budgets. It is anticipated that most schools will have a balanced budget, with the exception of TCS ER and SX. How to spend and invest at these schools is a matter for discussion and funds will need to be allocated there to support.</p> <p>Pay award, and whether this is fully or partly funded, is still unknown which will bring difficult discussions and decisions in terms of staffing. Desire to be proactive and consider consequences of any large spend in terms of ongoing liability that may be created further down the line.</p> <p>The Committee discussed the schools having a member of staff with a daily handle on finances who can flag up some issues ahead, to identify issues and opportunities to enable strategic look by CFO in terms of the budget. Currently this sits with the CFO but could feed into the CFO and then into the FAR Committee. This will also give ongoing development opportunities to staff within the organisation.</p> <p>Likely overspend in-year due to challenges faced but should be within acceptable limit. SX budget hasn't been balanced since the school was maintained and there are not enough children for the current number of classes. 2-3-year plan brings this back into budget. Small £20-30k deficit which the Trust will have to fund. TCS ER issue largely around being currently funded for a large year group which left last year so 190 down to 180. The effect of this has been known for a long time. ER is currently full with 180 in Year 7 for September. Current Y8 and 9 are smaller year groups.</p> <p>Q: Are you able to predict fluctuation in intakes with housing developments? Birth rates and numbers at primaries are monitored and there are smaller numbers in primaries at the moment. Housing builds are difficult to predict. Unknown issue is a new all through school being built in Matford and the possibility that students from DC may move there, however, the new school didn't have the impact for September that was expected.</p> <p>Q: DfE doing some falling rolls funding? Are we eligible for that? Action: PC to look into this and see if dip is significant enough.</p> <p>School organisation and options were discussed. SX has some financial and educational challenges and all agreed there is a job there for the new Headteacher which requires a focus.</p>	PC
22/7/4.2	<p>School Improvement Committee: Q: Why were we not told TCS ER would be judged Inadequate? Potentially a misunderstanding of the situation occurred due to Ofsted language not being used. Also, describing an improvement picture but not in Ofsted language which perhaps gave an overinflated view in terms of Ofsted judgement. "Serious weakness" means there are the right people in place with the right means to sort out the issues. Improvements were seen in attendance, behaviour, and safety but quality of education is not yet good enough. Believe improvement narrative was not mistaken but not improved enough for quality of education judgement. The school had reached the point where children were safe, dressed appropriately, attending, but didn't look enough at the quality of education. KQ and PC have done the work to look at culture, attitudes, and behaviour but Ofsted saw poor practice in the classroom which</p>	

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	<p>couldn't move the judgement into RI due to the provision for SEND. Inadequate judgement has given the opportunity to drive change.</p> <p>Q: Stabilising the school worked around behaviour and exclusions. In order to do this, which is terminology that was used, was the eye off the curriculum ball? It was a year between the previous Head leaving and inspectors arriving and a new Head in post in September, this is a long time to stabilise without curriculum focus. Concern is pace of improvement to ensure improvement is secure for the next inspection. Will the pace get us to Good? The stabilising work was done in summer term by PC, Steve Murphy and KQ and SD on the ground. Repair began in September but there was not enough time before the Ofsted inspection. Curriculum work had started to take place and quality of curriculum planning and journey in some areas is some of the best practice in the trust. Ofsted felt these were plans and can't talk about the impact of them leading to rapid progress for children. When they return, the plans will have impact and the next part is pedagogy and delivery in the classroom and this will be strategic lead for teacher development.</p> <p>Q: Do you think the pace of improvement is where you expect it to be. An appointment to focus on the T&L is required so is that not where it should be? It is where should be with what they have, but if the Headteacher did not have to lead on T&L and pedagogy herself, this would inject further pace from quick to rapid. There is honest communication from the Headteacher to staff and a vision and values with the students. Single biggest thing will be how teachers are delivering Curriculum work, and what they are delivering. If children are attending, happy, safe and being taught well it is good. The school needs someone in place to drive T&L. Q: Between the Headteacher and the classroom where is the biggest blocker in leadership? Where is the impact needing to happen? The Headteacher is currently leading a team of coaches for development and on SLT the three most senior people have safeguarding and welfare and personal development, culture and attitudes and behaviour, and curriculum and assessment and student data. The gap is teacher development at that senior level. Q: So, what is the plan to fill that? That is the question for the Board today – cost vs the right and absolutely necessary thing to do.</p> <p>The Committee discussed investment with limited budget and the need for targeted spend at ER to give the Headteacher the resources to turn the school around. The Trust needs to make funding available and can quantify the responses get from this.</p> <ol style="list-style-type: none"> 1. What is the timeline for Ofsted return? Between 6-12 months but leaning towards sooner end of that for monitoring in mid-autumn term. Full reinspection is 30 months and anticipate at least 2-3 monitoring visits, depending on the first one progress. 2. What do we spend now? The discussion moved to Part II and on returning to Part I it was confirmed that permission is sought from the Board today to move forward. 3. What are the implications for the Trust of having an inadequate school? A notice of termination to funding agreement for ER will shortly be received and a process is required to justify why the Trust is best placed to bring improvements here. The Trust has 15 days to offer a written response and then hope for an audience with the RD to put forward the Trust's case. The response is currently being prepared and timeline will come before the summer holidays. The right people are in place to deliver, but the RD will have to make that decision. It is important for the Board to understand that the Trust could be wound up and all schools moved to another Trust; ER could be rebrokered (one reason for the merger was to bring more secondaries into the Trust and support ER); the secondaries could be removed and the Trust made primary only. The option which is hoped for is for the RD to give a timeline for improvement, with conditions and regular monitoring. A realistic conversation has taken place around setting the budget without ER (worst case scenario), and work is underway to ensure the other secondaries benefit from lessons learned in preparation around the framework for their Ofsted visits. <p>IT WAS PROPOSED to make funding available and delegate to KQ and PC to find an appropriate solution with interim updates in terms of rationale, individual/s, how soon and what specific objectives and metrics will put around their appointment so that the board can challenge to ensure delivering. The School Improvement Committee has been created for this, and it was agreed this action cannot wait until January. It was unanimously AGREED that the School Improvement</p>	

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	<p>Committee will have the power to authorise funds with the involvement of PL as Chair of FAR Committee.</p> <p>Action: KQ and PC to advertise for Deputy Headteacher for T&L for ER for possible September start.</p>	KQ/PC
22/7/4.3	<p>People & Values Committee held on 20 June 2023: This Committee met after the sad death of student at DC. The Headteacher reported they felt very well supported by the Trust and DCC.</p> <p>An In-School Inclusion Centre in each secondary school has been discussed, with funding by DCC. Lorraine Curry is heading up a primary model, and Sam Banks the secondary as part of SoutWest100. This will then reduce number of external alternative providers, and impact positively on part-time timetables.</p> <p>Safeguarding audit is underway and there will be an analysis for the next meeting.</p> <p>Staff survey already discussed.</p> <p>Q: The minutes concentrated on 2 schools where the Board have removed delegation from the LGBs. Is the balance right? Other budgetary implications were discussed and the point raised that the Trust mustn't just focus on a couple of the schools and there is a communication piece through the Heads to say rationale and strategy, part of one group. The Committee discussed patterns and targets to look at, and ensures that all schools are represented. The aim is for delegated responsibilities to be returned to these LGBs in the new year.</p> <p>Action: KQ</p>	KQ
22/7/4.4	<p>Quality of Education Committee held on 11 May 2023: New SIAMS framework from September. Review visit took place and this was reported at this committee. Diocese are keen that the Trust take out an SLA for their support but it is felt ad hoc support is sufficient. Piece of work is underway for the HOS at Kenn on their vision and values which is a good opportunity. An ethos group has been created, and GR will sit on this as Foundation Trustee, together with PC as Director of Spirituality giving Trust leadership and Trustee representation, along with local governor and school leadership and parents. GR and BF are attending SIAMS training tomorrow.</p> <p>SIAMS is different to Ofsted as they publish lists of those due for inspection and Kenn is not on next year's list which allows time to the work.</p> <p>A new initiative was highlighted from KQ and PC to visit each school for half a day each half term term, focusing on challenge of quality of education around the Ofsted framework and language.</p> <p>A Committee schedule of business has been agreed to ensure focus at the right time of the year and there will be 6 meetings per year from next year - 3 data driven and 3 themed.</p> <p>The Trust school evaluation tool, which can be used in different ways, was trialled at ML and NAC. This was found to be very easy to complete and led to high quality discussion.</p> <p>External reviews took place for secondaries and primaries. Secondary reviews had mixed view from Heads and the Committee felt they were not easy to follow. The reviewer was very focused on a particular mandate and the reports didn't reflect the specifics of each school. The right person needs to be found for future secondary reviews.</p> <p>Primaries had summary of work over 6 months showing key Trust themes, focus for improvement, actions already happening. HTs enjoyed the experience as they felt challenged and developed. Reports showed positives, areas for improvement and over the last 2 meetings where the schools have improved.</p> <p>Capacity for improved T&L at ER already discussed and agreed need someone to lead T&L at ER.</p> <p>Schools causing concern Kenton, SP and ER. Actions being taken and improvements seen at Kenton and SP through Sarah Ryder review and feedback from schools themselves. School Improvement committee means QofE Committee can give time to the other 7 schools.</p>	

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	<p>Received careers education progress report and all 3 secondaries are progressing very well on benchmarks against the Gatsby. Dawlish on the Gatsby 7 scored lower than ER and NAC and it was thought this might be due to sixth forms and the assumption students were just moving through. It is known from the meeting that DC has a good post-16 offer and information and that wasn't being reflected in the report.</p> <p>Action: PC to follow up more closely with careers lead on storytelling and what they are saying to the reviewer to ensure understanding of the good offer they have.</p> <p>Q: Do we think school evaluation tool has sufficient emphasis on Ofsted framework? There is some linking work for PC and KQ to bring this back and if possible, to put more Ofsted into this or have a separate tool. Some of the pluses of the SET could be lost. Discussed possible dashboard arrangement where schools who are due or vulnerable have more Ofsted focus and use IET tool less. Also need to consider how the time of external reviewers is directed, and link into use of Headteacher meetings to pull this together. Noted the IET tool gives pathway to outstanding for good schools.</p>	PC
22/7/5.1	<p>LGBs: Cockwood, Kenn, and Kenton: All reappointments unanimously APPROVED and duly APPOINTED. Action: Write to Will Dale, who is not standing for another term, to give thanks.</p>	TS
22/7/5.2	<p>Dawlish College: Resignation of parent governor, Ed Froude – Unanimously ACCEPTED.</p>	
22/7/5.3	<p>NAC: Hannah Moon and Bella Slingsby – proposed as co-opted governors. Unanimously AGREED and duly APPOINTED.</p>	
22/7/5.4	<p>Starcross: Louise McLennan and Gemma Posey proposed as co-opted governors. Unanimously AGREED and duly APPOINTED.</p>	
22/7/5.5	<p>TCS ER: Nothing advised for this meeting.</p>	
22/7/5.6	<p>TCS Mill Lane: Proposed change of name to Teignmouth Primary School, following a positive stakeholder consultation, unanimously AGREED.</p>	
22/7/6.1	<p>Policies and procedures: Complaints Policy and Procedure: This has come through Browne Jacobson and includes repetitious, vexatious and unreasonable complaints. No queries from the policy review group. Unanimously ADOPTED.</p>	
22/7/6.2	<p>Flexible Working: On usual review cycle and no changes required. Action: GW to upload to website and circulate to Heads.</p>	GW
22/7/7.1	<p>Training: TS, KY and BF attended ACAS training on staff disciplinary process and hearings. There is an effective governance event on 23 May at Passage House Hotel with currently 30 attendees. The event will include training on an awareness of levels of responsibility and a facilitated discussion around effective governance, in groups, looking at best practice, link governors, and how link they with the Trust. Will include the skills audit work and feedback from NGA review and what comes after those are done. GR attended diversity training with the Diocese and shared feedback on a discussion around texts within schools. This ties in well with the reading programmes at the 3 secondaries and Trust purchasing new texts. Can our students see themselves in what they are reading? Students need to access range of texts to reflect the diverse world. SIAMS training tomorrow for GR and BF.</p>	
22/7/7.2	<p>School visits. KY visited Dawlish with PC. GR attended the Ofsted inspection at Kenn (which went very well). SJC requested a date in September to visit schools with PC. Action: Arrange QofE and P&V meeting for September in one of the schools to include a tour.</p>	PC
	<p>Thanks given to NH with best wishes for the future. The Chair closed the meeting at 12 Noon.</p>	