

**MINUTES**  
**of the General Meeting of the Full Board of Ivy Education Trust**  
**held on Tuesday 21 February 2023 at 10 am at Bitton House, Teignmouth**

Present:		
Name	Title/Role	Initials
Babette Fuller	Safeguarding Trustee/Chair of People and Values Committee	BF
Sue Clarke	Trustee/Member of Quality of Education Committee	SJC
Steve Jackson (via Teams)	Trustee and Vice Chair of FAR Committee	SJ
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
Scott Deeming	CPO/Company Secretary/Trust DSL/DPO	SD
Gaby Willis	Trust Governance Officer	GW
Apologies:	Title/Role	Initials
Simon Copper	Trustee/member of People and Values Committee	SC
Paul Austin	Trustee and Vice Chair of Trust Board	PA
Absent:	Title/Role	Initials
None		

**Key to acronyms:**

DC	Dawlish College	NAC	Newton Abbot College
TCS ER	Teignmouth Secondary	TCS ML	Teignmouth Primary
SP	Starcross Primary	CKK	Cockwood, Kenn and Kenton
LGB	Local Governing Body	SIP	School Improvement Plan
CPOMS	Child Protection Online Management System	FAR	Finance, Audit & Risk Committee
KS	Key Stage	SEND	Special Education Need and Disability
RAG	Red Amber Green (colour coding system)	EDE	Executive Director of Education
NGA	National Governance Association	FAR	Finance, Audit and Risk Committee
P&V	People and Values Committee	QofE	Quality of Education Committee
HT1-6	Half Term 1-6	UPS	Upper Pay Scale

Item	Content	Action
	TS opened the meeting at 10 am and welcomed everyone.	
22/6/1.1	<b>Apologies:</b> PA, SC.	
22/6/1.2	<b>Declarations of Interest:</b> None declared for this meeting.	
22/6/2.1	<b>Matters Arising from the meeting held on 15 December 2022 – Part I and II:</b> Part-time timetable data is being collected now for HT3 and will be included in the Executive Team report for the next meeting. KY and PC are visiting Dawlish College tomorrow and the next visit will also include SJC. <b>Action: PL and GW to discuss allocation of a different link school due to new declaration of interest in relation to recently appointed school governor at Dawlish College.</b> KQ confirmed that Part II actions have been addressed as confirmed, and an update on Trust Growth will be given today.	<b>PL/GW</b>
22/6/2.2	<b>Accept the minutes of the previous meeting as a true and accurate record:</b> Unanimously <b>AGREED.</b>	
22/6/3.1	<b>CEO Report:</b> Circulated ahead of the meeting. Discussion previously about numbers of permanent exclusions and the report includes an extra overview put together by GW around numbers of permanent exclusion and the schools they relate to. Due to the increase in permanent exclusions across the Trust last term, the processes around these hearings have been reviewed, with governor feedback from those who sit on the committees. A successful training process has taken place for governors with Julia Green from Browne Jacobson, the second part of which will	

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	<p>take place on 7 March. 15 governors will then be ready to sit on panels should they be needed. School deep dives are continuing and there are no surprises in the key themes emerging: attendance, SEND, behaviour and early reading. The new SIAMS framework comes into effect from September and PC and KQ attended a national briefing for church schools. The new framework is quite different from the previous one with a shift to what the Trust are doing to support the school's church vision and ethos. GR visited Kenn before Christmas, and talked to students and offered when upskilled to be available on behalf of the Trust. It was noted that the local church has a strong and good impact. GR will be available when SIAMS is due, and thanks were given for this.</p> <p>There was a recommendation that the Trust should have a Director of Spirituality and PC has been appointed for this.</p> <p>Governance highlights – KKC has now adopted the NGA circle structure so governance will be done under one committee rather than several. Dawlish College has moved quite a way in a short period of time and it is hoped that a new Chair will be in place for the next meeting in April. A long-serving governor and Chair at TCS ML is coming to end of term of office in May and has indicated he will be stepping down so succession planning is taking place there. Questions invited.</p> <p><b>Q: Is there any thoughts or feeling behind what is going on there?</b> A lot of this is what is being recorded and there is still a job to do with thresholds for recording, and what is bullying. It is a subjective judgement and there is a definition of bullying but more work is needed on the categories used within the schools. Safeguarding reviews are happening now, conducted by the same adviser from DES for the individual school reports and Trust overarching reports so will be quite targeted on what to look at. This will be reviewed at the People &amp; Values Committee meeting in March.</p> <p><b>Q: Quite concerned to see so many incidents under sexual harassment. This was discussed at a previous meeting as to how these incidents are standardised across the school and how do we ensure they are consistently recorded?</b> Schools record however and whatever they choose on their system but it needs to be clear what is reported to the Board. At what level do Trustees want to know those incidents are happening? What is the threshold of importance? The previous Vulnerable Children Committee looked at what was being reported, and this may need to be reviewed again. 20 incidents out of 3500. <b>Q: Sexual harassment incidents have a broad term. Peer on peer? Yes. Q: How much of that is in a school setting or outside in the school community? A split would be helpful</b></p> <p><b>Action: KQ to carry out a deep dive on this with data for the next meeting to make data presented more meaningful and give clarity. Ascertain whether schools are including misogynistic comments and what education is needed around this.</b></p> <p><b>Q: How will you go about doing that standardisation exercise?</b> By being clear with the schools what we are collecting, and asking for. Investigation of the 20 incidents recorded will enable KQ to have a starting place. This will triangulate with the safeguarding audits. Have to have awareness and ability to address, wherever it happens.</p> <p><b>Q: There were 15 permanent exclusions across the Trust last term.</b> KQ reported that the data for HT3 shows the trajectory has slowed down. Thanks were given to GW for handling the permanent exclusion hearings. TCS ER were the highest tariff and after the last board KQ met with each Head and discussed the points raised which for the secondary heads was permanent exclusion. Some further work is being done around NAC with recalibration of a behaviour system and ensuring expectations were clear and being held to. A lot has been learned from a recent IRP and it is considered that the Trust is more robust following that process. An important piece of work is to be done looking at what the Trust's response is for these children. The ad hoc provision spend has been reviewed and is a significant sum of money across the three secondaries and there have been discussions with the Heads as to what could be done with that money that may prevent some of the permanent exclusions. One suggestion is an in-house pupil referral provision funded by the Trust and the threshold of which students are suitable for that. This would need to be properly staffed to be effective. The provision must be around early intervention, core skills, and starts with strong classroom teaching. Targeting KS3 for early intervention, and recognising some children across the Trust for whom a mainstream provision isn't appropriate but there are no provisions for them from Devon. What can the Trust do to ensure a sense of belonging is still very much there for those children.</p>	<p>KQ</p> <p>KQ</p>

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	<p>It was noted that one permanent exclusion was reinstated by the Governors' Discipline Committee, which gives reassurance in that layer of governance.</p> <p>Attendance was discussed, feeding into the inclusion strategy, and in particular persistent absence. As the Trust grows, a standardised approach for attendance is required, as with behaviour and SEND, and the next stage is for some people on the ground to be working with PC to make that change happen.</p> <p>Permanent exclusion was discussed at some length at the previous meeting and was concluded that the Heads were acting reasonably and that has been borne out by other circumstances. Recent events were very unusual. Attendance is to be the next focus. Devon is currently 89% and Trust is above that average but want to be better. <b>Q: Are the penalty notices consistent?</b> There is a strong shift in the LA around taking a supportive approach to getting children back to school rather than fining parents. Different approach at Dawlish and this was discussed at the recent LGB meeting.</p> <p><b>Action: KQ will some analysis on PA and the number of part-time timetables.</b></p> <p><b>Q: Over a term at Cockwood, Kenn and Starcross the attendance has dropped.</b> There was an outbreak of Strep A at Starcross and illness affected the attendance figures. There is some work to do with TCS ML as there are a number of children there on part-time timetables.</p>	<p>KQ</p>
<p>22/6/4.1</p>	<p><b>FAR Committee meeting held on 31 January 2023</b> – The Heads from DC and SP joined this meeting as their school LGBs have removed responsibilities. More students are coming on roll at DC which is good, and the infrastructure is a challenge there but the committee are confident the Head is working with CFO to make this work. More challenging is SP seeing numbers reducing, and some top of pay scale teachers.</p> <p>The new accounts system is producing some very useful information. Forecasting is a work in progress but does give a line of sight to year-end and beyond which the committee has not had before. Data is brought in manually so a little more cumbersome but forecasting is better. There is ongoing training for JN and other staff. An additional meeting has been scheduled for the FAR Committee in March to look at future budgets. Audit feedback is now completed and the Trust is in a reasonably healthy position for cash balance, with a caveat of unknown things coming in the future and energy still presenting a big issue. The Heads want to recruit and the cash balance needs to be deployed for the benefit of the students. However, a reasonable buffer needs to be there for future challenges. It is hoped at the meeting in March to have the ability for more precise forecasting, ahead of the next Full Board in May.</p> <p>The CFO's report commented around a £400k deficit. If nothing is done that will roll and impact year on year. Regardless of future pay awards and increases, in context this means the reserves of approx. £1m have 2 years before exhaustion.</p> <p>A broader overview of challenges for this year were discussed, some of which are specific to the Trust to do with TUPE and equalisation of support staff contracts. Some are due to the unfunded pay award. It was noted that a pension increase for support staff will arrive in April.</p> <p>Attention was drawn to a graph in the report which shows government spending per pupil has dropped by 10% over a 10-year period. All schools are in the same situation and for IET the challenges are any schools with reducing numbers which currently are TCS ER, TCS ML, and SP although it is thought that SP can be turned around quite quickly. ER is not the fault of leadership but that several very large year groups have now left and as smaller year groups come in there is a lag. The Head is aware of approx. 70 less students to be funded next year.</p> <p><b>Q: Can you clarify what is being done about Starcross? The minutes show that a debate took place.</b> The pupil number base is static. The issue is rising costs of expensive staff most of whom are at UPS3. A decision wasn't reached at the FAR meeting and the impact on children and the community of a possible change in staffing needs to be considered.</p> <p>ER's journey includes significant curriculum changes by the new HT which comes at a cost. The Trust might have to spend to invest in particular schools for particular things. Potentially a 2-3-year plan with SP and Trustees agreeing to set a slightly deficit budget, together with supporting</p>	

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	<p>ER in its school improvement and grow numbers on roll. Risk if not is two RI judgements which is not what the Trust wants for those communities and would also affect potential for growth.</p> <p><b>Q:</b> Would like to see this linked to a recovery plan overseen by the FAR Committee which shows the funding is for a particular purpose and sits alongside school improvement. It was noted SP has been in deficit for years including a loan from DCC before they were part of IET. The Trust needs to ensure the school can fund education and keep within financial probity.</p> <p>JN clarified two schools difficult to set balanced budgets for are SP and TCS ER. PC and KQ are meeting primary heads on Monday to review as a collective and think this will shift. Optimistic balance there, but hopefully by end of March will see this for the next financial year.</p>	
22/6/3.2	<p><b>School Improvement (PC):</b> Input was invited on the format of the EDE's report. This included an analysis of cost and size of leadership teams in the secondaries and concluded they are not unaffordable or inappropriate in terms of size or cost. DC needs to be monitored and KQ and PC have taken the proactive decision to staff the school for capacity to avoid the need to appoint a senior leader going forward unless someone leaves, which would then be like-for-like. The agreed intake for DC for September is 180 so the approach there is capacity for growth. Discussion to be held on how people in the Trust can be utilised, for example to lead on attendance.</p> <p>Now have full SLT in all IET schools and no vacancies. This has implications for the EDE role and on Monday at the Heads' meeting, line management for the 6 Heads shifts to PC.</p> <p>Reported on link with Uffculme.</p> <p>External reviews – KQ and PC will pull together common threads and what requires reflection for improvement with LGBs which is anticipated around SEND, attendance, behaviour and inclusion, and reading. Tony Bloxham is reviewing the secondaries over the next 3 Fridays. He was Headteacher of a school in Yeovil and has worked nationally as an adviser with Sir David Carter and comes highly recommended. He has a track record of rapid school improvement, beginning with leadership and culture and capacity to review.</p> <p>It was noted that the Trust is on a journey using external reviewers and it is important to join the dots between those and see the progress and development. Once the school self-evaluation tool is up and running, as recently discussed in the Quality of Education Committee, this will be targeted and useful. The internal evaluation tool designed to be used in this fashion, with a peer. This came to the Quality of Education Committee who approved it to be trialled at ML with a report to the QofE committee's next meeting.</p> <p>Ted Wragg carried out two behaviour reviews with specific briefs. A Trustee commented that the checks linked to an improvement plan are important and KQ advised the self-evaluation cycle will flag up what reviews are needed.</p> <p>Concerns raised about attendance. Joined National Attendance Network and 3 secondary Heads had training on approach to this improving attendance. Membership gives access to recent research and Exemplar, flow charts of strategies for low attendance. The joining cost was approximately £300 so excellent value for money. Attendance leader at Dawlish will collaborate that work.</p> <p>Two schools with sixth forms have begun to work together and similarly with the SENDCO networks. SEND is area for improvement in Trust schools so coordinating a primary school SENDCO network, and secondary, to collaborate and solve problems together.</p> <p>LA mental health – PC sat on board for this at request of DCC inclusion. This gives us a voice and to ask the question of what can be done and what this will look like in schools.</p> <p>LA Governance Service link – supporting other schools considering academisation and joining Trusts and this is a good point of contact.</p> <p>HT talk very positively about individual coaching they are receiving and this is a really strong investment of being a Head at IET schools. <b>Q:</b> is that unusual in other trusts? PC to have an</p>	

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	<p>external coach isn't that common. Mistake often made that a senior member of the trust will provide that.</p> <p>Exeter City Community Team – just been removed as provider of national citizenship service and so interested in working with students at risk of exclusion and this is an interesting link that has been made.</p> <p>One school trialled school context conference which has been trialled with only 2 other schools in Devon. Rather than lots of different conversations with agencies, getting all together as a coordinated response and will lead to some significant actions. This was chaired by Laura Pearl, of NAC.</p> <p>The first IET wide inset day was held with all 8 schools coming together and an inspirational speaker attending. Feedback was that staff felt motivated and engaged. An informal lunch was followed by wellbeing activities in the afternoon in response to some of the staff feedback received. Emails and messages have been received very positively and staff felt supported by the Trust heading off to half term. KQ gave thanks to PC for organising this.</p> <p>PC and KQ are increasingly being asked to speak at events about managing a successful merger and Ivy is being held up at local and national level as an example of how to run a successful merger.</p>	
22/5/3.3	<p><b>People and Safeguarding (SD):</b> Report circulated ahead. <i>SJ left the meeting.</i> Questions invited on data as this is the first time pulled. <b>Q: How many staff are on temporary and permanent contracts? Helpful financially for fixed term but can have implications.</b></p> <p><b>Action: Amount of UPS3 teachers to be included next time.</b></p> <p><b>Q: Occupational health referral long term sick?</b> Staff can be referred and still be in school who might need extra support for bereavement or something that needs medical rather than professional support. <b>Q: Are we taking appropriate action about long-term absence at SP?</b> The People Officer discussed high absences and those who met trigger point with the Senior Administrator at SP and meetings have been put in place. KQ there is a plan for the long-term absence with a phased return planned.</p> <p>Lost days will be reviewed and Trustees expressed interest in a break down number showing the number of teaching and support staff available days and periods in terms of how they are absent from roles, taking into consideration the lost hours of teaching for students as a result. It was noted that the overall Trust is below national average for support staff and teacher absence but as individual schools it is double if not higher.</p> <p><b>Action: To look at this in more detail at P&amp;V Committee.</b></p> <p>Some further analysis will be done on the results of the recent staff surveys which will be shared at the board once reviewed by the P&amp;V Committee. This is the first time all staff have been asked to complete a questionnaire, with more engagement at some schools than others but a good starting point. Staff wellbeing is important, workload management, etc. Chairs of LGBs and school leaders have been asked for some feedback, and what the Trust can do to support in quick wins. One was to hold more Trust wide induction days to share expertise which has already happened. TCS ML have launched a weekly communication session for staff. It is hoped increased engagement and improvement will be seen when the survey is run again.</p> <p>SD is looking at workload and engagement and how staff feel and looking at other trusts in line with workload about how feel supported. Doing well but how can we support better?</p> <p>Context was given around safeguarding audits which, for the first time, have been compiled by one member of the DCC safeguarding team across all the schools and Trust. Previous reports have been reviewed and a schedule of short or full reviews set, depending on perceived need. Schools expecting Ofsted inspections will receive full reviews. The P&amp;V Committee will receive the reports in detail.</p> <p>GDPR – EMAT purchased a third party (One West) to look at some compliance and the contract was ongoing as part of the merger. A representative will carry out audits with all schools and Trust central team to look at where we are with GDPR, holding data, and SD will be doing this tomorrow for the central team.</p>	<p style="text-align: right;"><b>SD</b></p> <p style="text-align: right;"><b>BF/GR</b></p>



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22/6/3.4	<p><b>Buildings and Operations (NH):</b> Circulated in advance, prepared before half term so NH updated on current progress. RoSLA building at Dawlish has been successful for school rebuilding programme. Meeting on 20 March with ESFA and School rebuilding programme team but will be an overview and no indication of timescale at this stage. <b>Q: Is it critical for September?</b> NH advised not this one but the following September will be. SRP might extend to other parts of the school and more will be known once included in the feasibility study.</p> <p>Cockwood extension. Tenders are back and slightly higher than expected so going back to DCC and to see if there is any additional funding available to add to the Section 106 money. Approx £30k more than expected and will make big difference to the school if the work can be done. NH advised that when the two trusts came together, they had 8 preferred contractors and getting prices for work is very difficult. For the NAC and SP condition improvement plan bids, out of 6 asked to price, only 2 may respond.</p> <p>Sustainability – links with asset management plan. Disappointed that the company commissioned to carry out the condition surveys hasn't sent them back yet due to sickness in their organisation. Once received the full planning on sustainability and managing our assets work can be done.</p>	
22/6/3.5	<p><b>Finance (JN):</b> This to be covered in item 5.1</p>	
22/6/4.1	<p><b>FAR Committee meeting held on 31 January 2023:</b> The Heads from DC and SP joined this meeting as their school LGBs have removed responsibilities. More students are coming on roll at DC which is good, and the infrastructure is a challenge there but the committee are confident the Head is working with CFO to make this work. More challenging is SP seeing numbers reducing, and some top of pay scale teachers.</p> <p>The new accounts system is producing some very useful information. Forecasting is a work in progress but does give a line of sight to year-end and beyond which the committee has not had before. Data is brought in manually so a little more cumbersome but forecasting is better. There is ongoing training for JN and other staff. An additional meeting has been scheduled for the FAR Committee in March to look at future budgets. Audit feedback is now completed and the Trust is in a reasonably healthy position for cash balance, with a caveat of unknown things coming in the future and energy still presenting a big issue. The Heads want to recruit and the cash balance needs to be deployed for the benefit of the students. However, a reasonable buffer needs to be there for future challenges. It is hoped at the meeting in March to have the ability for more precise forecasting, ahead of the next Full Board in May.</p> <p>The CFO's report commented around a £400k deficit. If nothing is done that will roll and impact year on year. Regardless of future pay awards and increases, in context this means the reserves of approx. £1m have 2 years before depletion.</p> <p>A broader overview of challenges for this year were discussed; some of which are specific to the Trust to do with TUPE and equalisation of support staff contracts. Some are due to the unfunded pay award. It was noted that a pension increase for support staff will arrive in April.</p> <p>Attention was drawn to a graph in the report which shows government spending per pupil has dropped by 10% over a 10-year period. All schools are in the same situation and for IET the challenges are any schools with reducing numbers which currently are TCS ER, TCS ML, and SP although it is thought that SP can be turned around quite quickly. ER is not the fault of leadership but that several very large year groups have now left and as smaller year groups come in there is a lag. The Head is aware of approx. 70 fewer students to be funded next year.</p> <p><b>Q: Can you clarify what is being done about SP. The minutes show that a debate took place.</b> The pupil number base is static. The issue is rising costs of expensive staff most of whom are at UPS3 category. A decision wasn't reached at the FAR meeting and the impact on children and the community of a possible change in staffing needs to be considered.</p> <p>ER's journey includes significant curriculum changes by the new HT which comes at a cost. The Trust might have to spend to invest in particular schools for particular things. Potentially a 2-3-year plan with SP and Trustees agreeing to set a slightly deficit budget, together with supporting ER in its school improvement and grow numbers on roll. Risk if not is two RI judgements which is not what the Trust wants for those communities and would also affect potential for growth.</p>	

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22/6/4.2	<p><b>Quality of Education Committee meeting held on 19 January 2023:</b> Agreed with 8 schools in the Trust, this committee needs to meet more often during the year and this will be discussed. Quantitative analysis tool trial will be reviewed at the next meeting with interest. The model has a less frequent lighter touch on those schools considered to be stable or better. Ones needing support will be visited more frequently.</p> <p>Primary analysis shows improvement of phonics at Kenton up to 81% at KS1. Maths at SP and ML not shifting forward and writing at Kenton is a concern. Clear from documents at the meeting that a lot of hard work has been going into RWI and phonics. Monitoring visits were carried out which showed a positive shift in terms of the consistency of the programme being implemented.</p> <p>Trustees should be aware that the Year 11 cohort at DC is very small with 89 students and the context is mainly SEND and FSM. This has been known for several years as a lot of students went to ER in that year and recruitment at DC was at its lowest. Strategies have been put in place which have supported this group and for them generated improvement.</p> <p>Discussed raising standards strategy in each school and PC will inform on this at the next meeting, with a proactive strategy. In future, data revert to “by group” as before.</p> <p>Schools causing concern were addressed and information provided by HT at ER, Kenton, and SP that there is a lot of hard working going on to move things forward and very interesting set of data given on exclusions and in HT1 and 2 exclusions were dropping and very informative paper received in terms of priorities begun.</p> <p>The Committee was pleased to see each Headteacher has an in-Trust mentor and opportunity for external coaching.</p>	
22/6/5.1	<p><b>Trust Development – Financial Update:</b> Covered in previous item. <i>Meeting moved to Part II</i></p>	
22/6/6.1	<p><b>LGBs:</b> <b>Cockwood, Kenn, and Kenton:</b> Move to recommended NGA circular structure of governance <b>APPROVED.</b></p>	
22/6/6.2	<p><b>Dawlish College:</b> Resignation of Harriet Randell-Nash as a Co-opted Governor <b>ACCEPTED.</b></p>	
22/6/6.3	<p><b>NAC:</b> Nothing advised for this meeting.</p>	
22/6/6.4	<p><b>Starcross:</b> Appointment for Rachel Hill as Local Governance Officer <b>APPROVED.</b></p>	
22/6/6.5	<p><b>TCS ER:</b> Nothing advised for this meeting.</p>	
22/6/6.6	<p><b>TCS Mill Lane:</b> Resignation of Rebecca Haines and appointment of Andrew Webber as staff governor. <b>APPROVED.</b></p>	
22/6/7.1	<p><b>Policies and procedures: Admissions 2024-2025</b> – These have been through the Trust board, LGBs and Heads, following a consultation with Devon Admissions, and are presented today for final ratification and approval. Unanimously <b>ADOPTED.</b></p>	
22/6/8.1	<p><b>Training:</b> KQ and GW are looking at a rolling cycle of annual training. There is a governor event on 23 May at Passage House Hotel. Trustees are welcome to join and meet governors. Part of the event will involve looking at governance improvement plans and bringing together link governors. Arrival and refreshments 4.30 pm, event 5-7 pm.</p>	
22/4/8.2	<p><b>School visits.</b> GR met with Kenn. TS to visit 3 secondaries before now and Easter. PC to take SJC and KY around the secondaries. Regional Director met with PC and TS and feedback was open to expansion and current status.</p>	<b>TS</b>
	<p>Trustees agreed there would be further concentration on finance for the next meeting and the Chair closed the meeting at 11.45 am.</p>	<b>PC/SJC/KY</b>