

## MINUTES

of the General Meeting of the Full Board of Ivy Education Trust  
held on Tuesday 18 July 2023 at 10 am at Bitton House, Teignmouth

Present:		
Name	Title/Role	Initials
Paul Austin	Trustee/Vice Chair of Trust Board	PA
Babette Fuller	Safeguarding Trustee/Chair of People & Values Committee/Policy Review Group	BF
Paul Lilley	Trustee/Chair of FAR Committee	PL
Rev Gareth Regan	Foundation Trustee/Member of People & Values Committee	GR
Tony Smith	Chair of Trust Board	TS
Katie York	Trustee/Chair of Quality of Education Committee/Policy Review Group	KY
In attendance:	Title/Role	Initials
Katy Quinn	CEO	KQ
Jon Newman	CFO	JN
John Lasker	Director of Operations	NH
Gaby Willis	Trust Governance Officer	GW
Apologies:	Title/Role	Initials
Paul Cornish	Executive Director of Education/Director of Spirituality	PC
Sue Clarke	Trustee/Member of Quality of Education Committee	SJC
Steve Jackson	Trustee/Vice Chair of FAR Committee	SJ
Absent:	Title/Role	Initials
Scott Deeming	CPO/Company Secretary/Trust DSL/DPO	SD

### Key to acronyms:

DC	Dawlish College	NAC	Newton Abbot College
DCC	Devon County Council	TP	Teignmouth Primary
SX	Starcross Primary	CKK	Cockwood, Kenn and Kenton
LGB	Local Governing Body	SIP	School Improvement Plan
TCS ER	Teignmouth Secondary	FAR	Finance, Audit & Risk Committee
KS	Key Stage	PA	Persistent Absence
PAN	Pupil Allocation Number	SEND	Special Education Needs and Disability
P&V	People and Values Committee	QofE	Quality of Education Committee
RD	Regional Director	FAR	Finance, Audit and Risk Committee
HoS	Head of School	EHT	Executive Headteacher

Item	Content	Action
	The Chair opened the meeting at 9.55 am and welcomed everyone.	
22/8/1.1	Apologies: SJ, SJC and PC.	
22/8/1.2	Declarations of Interest: None declared for this meeting. No changes to those already declared.	
22/8/1.3	Appointment of Company Secretary: Scott Deeming held this role as a carryover from Osprey Learning Trust, and this is more usually held by the Clerk to the Board, as a Board appointment. Following Scott's departure from IET, KQ recommended that GW be appointed as Company Secretary. All LGBs now have clerks so GW is able to manage that team rather than clerk LGB meetings herself which will allow capacity for this role. Unanimously APPROVED and duly APPOINTED. Action: GW to file the required paperwork and make all necessary updates.	GW
22/8/1.4	Notification of a new Member: TS advised that Sally Timmins, an experienced governance leader, has been appointed as an individual Member. Unfortunately, it was not possible to appoint Powderham Estate as a corporate Member since the Earl of Devon operates as a sole trader and not a registered company. The Trust now has four Members. Discussions continue to recruit and appoint a fifth Member and the Board will be kept updated.	
22/8/1.5	Dates for Meetings 2023-2024: Circulated by GW and unanimously approved as: 10 October 2023, 12 December 2023, 20 February 2024, 14 May 2024, 16 July 2024.	
22/8/2.1	Matters Arising from the meeting held on 16 May 2023: <ul style="list-style-type: none"> <li>• Potential funding query checked and number is not significant enough for IET to qualify. This will be monitored.</li> </ul> Action: Carry forward PC discussion with Dawlish about storytelling around careers.	PC

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22/8/2.2	Accept the minutes of the previous meeting as a true and accurate record: Unanimously ACCEPTED.	
22/8/3.1	<p>CEO Report: Circulated ahead of the meeting. Two questions were received via email which were addressed.</p> <p>Attendance is a priority for the Trust, and it was noted that the South West region, a large geographical area, has the poorest attendance in the country. Primary attendance is better, with lower numbers of PA children. Falling number of Devon roll for children with slowing down of birth rate will need to be addressed with forward thinking. All primaries this year are below PAN apart from Kenn.</p> <p>Analysis by year group for part-time timetables: At the time of collating the report, Dawlish data was awaited. Funding attached to these children is being closely monitored and it was noted that Year 11 at TCS ER had a significant number, who have now left. <b>Q: What are the other paid for provisions?</b> Alternative providers such as SWIS (1:1 mentoring service with activities), Greater Horseshoe (outdoor education school), Tubers in Exeter (IT provision), and other such providers. Next year these will be honed down to give a clear view of the provisions giving some quality impact for those children which are safe and provide good value for money.</p> <p>Permanent exclusions (PEX): KQ met with three other local trusts to gauge the situation in this area. Analysis was carried out for IET and shared for the year around gender, reason for PEX, year group, total days suspended and days lost. A discussion has been held with the Head at NAC around persistent breaches and whether that is a system failure. A meeting will be held with the behaviour team there in September to review the organisation of the internal preventive work, and provide some resource to support that. In future, KQ will present data as a comparison now there is one year's data as Ivy.</p> <p><b>Q: Female to male ratio is quite a surprise.</b> Problematic year groups across the Trust are 8 and 10, disruption due to Covid. <b>Q: Do we have a process; some have 25 suspensions before they are permanently excluded; is there an earlier intervention?</b> Legal process if a student exceeds 15 days in any one term, a governor panel will review and look at the provision for those children. It is possible to look more at managed moves between IET schools, with appropriate risk assessments in place. <b>Q: Does that have success?</b> It has done, but several have found behaviours accelerated so it doesn't always work. <b>Q: What were the thoughts of the Head at NAC?</b> The Head has reviewed and revised the flow chart for behaviour.</p> <p><b>Q: We have 3 secondaries, and NAC are reworking and doing something different. Is this the right place for difference across the Trust?</b> A bid for an inclusion centre was successful and the Trust will receive £160k in funding next year (secured for one year) to focus on reducing permanent exclusions and better supporting children in the system. This will be done as a group of secondaries for collaboration and clarity. <b>Q: Unlikely to recruit anyone until January 2024, is there a deadline to spend the funding?</b> Will need to report and see PEX figures reduce but a caveat is not expected.</p> <p>Metrics against headings in the report will be incorporated into each of the committees to enable internal measuring comparable with what the Trust will be measured against. This will ensure compliance, and the right people in the right places, which is important for future growth.</p> <p>Laurel Trust bid with Riviera Trust was successful and £25k received to roll out a coaching programme to the primary schools.</p> <p>PC will bring more on the school improvement framework in the future, based on the "five pillars". All SIPS will be written this year against these targets and all through the lens of DS and SEND. TS and KQ will discuss this at the Chairs' meeting to focus the LGBs on this.</p> <p>Governance: A lot of work has been done this year and some will need embedding and monitoring. Thanks were given to Simon Shadbolt from TCS ER for kindly agreeing to act as Chair of Governors at Teignmouth Primary for one term to enable time to recruit and appoint a suitable new Chair there.</p>	

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	<p>Finance: A considerable amount of work has been done in bringing together two accounts systems and budgets, and building a new reporting system since the merger one year ago. There is optimism that the Trust is going into next year with these systems developed and embedded, and good reports for the first month of the combined trust, and a much cleaner and simpler budget. The Senior Finance Manager appointment will enable forensic abilities to report and scrutinise budgets, such as alternative provision.</p> <p>Operations: Main task to understand capital allocation and school needs. Work is required with regard to health and safety compliance and a management system for this will be rolled out over the summer. Condition survey information will pull out a forecast for the next 5-10 years, and then work that the Heads require will be overlaid, to enable fully informed priority decisions to be made.</p> <p>The Cockwood project is due to finish on 8 September with the children returning to site around 18 September. At TCS ER, works at Winterbourne and the library are forecast to complete before return in September to support the improvement journey of the school.</p> <p>Meeting briefly moved to Part II.</p> <p>RoSLA Building at Dawlish: The FAR Committee agreed quotes should be obtained to demolish the building and JL has engaged with school rebuilding programme to establish the situation if it is demolished. DCC advise there is money in the system for potential temporary classrooms and this could be done if the site was prepared. The building was condemned under EMAT and is in a bad state so there is a health and safety concern, together with the fact that it backs onto neighbouring properties. The school maintenance team have, very sensibly, salvaged from it to repair other areas in the school. A decision can be made when the school rebuilding programme responds and the aim is to seek authorisation to demolish the building at the FAR Committee meeting on 26 September. The current quote is £50-60k. <a href="#">Q: Is there any asbestos?</a> One quote includes asbestos removal and another survey is required and this will also give confirmation that the building is condemned.</p> <p>Fire safety works begin next week and some work is being done to reconfigure classrooms at NAC. These CIF bids are historic and only just coming through the system.</p> <p><a href="#">Q: The overall data shows SEND numbers rising?</a> A rise in summer is often seen as children apply for an EHCP and there is a 26-week window to assess.</p> <p><a href="#">Q: Are there any themes around suspensions or exclusions?</a> This was the piece around persistent disruptive behaviour and a single serious breach, and definitions of those within the school behaviour policies. Levels and nature of incidents are individual.</p> <p><a href="#">Q: Is there enough accommodation at Dawlish for the new intake?</a> £145k has been secured from DCC to repair canopies to outside spaces, and some to generate indoor space. There is an urgent requirement of one more teaching space by September. Some of that work can be done this summer and, longer term, more projects will run to convert and create more usable space from what already exists. Some of the IT rooms are very large and the Trust is investing in Chromebooks and mobile technology, and the IT spaces will be internally reconfigured to create more rooms. <a href="#">Q: Is that all just a holding tactic until funding comes?</a> It will depend if the school lands on the school rebuilding programme. There is interest in investing in Dawlish with the new school at Matford Brook not opening. It is considered modular buildings are the way forward.</p> <p>TS, KQ and PC met with the Deputy RD yesterday resulting from the inadequate judgement at TCS ER. A lengthy response document was submitted ahead of this and TS, KQ and PC are hopeful the Trust will be permitted to retain TCS ER with monitoring in place. A visit is anticipated in the autumn term which must be good and show real progress, which was the theme yesterday, along with the work that has already been done. There has been significant investment from the Trust in resources, buildings, and staffing to support rapid improvement. Year 7 intake days have been very positive, as has parent and staff feedback from inductions.</p>	

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	<p>The school now has extra capacity at leadership level, with the appointment of an additional Deputy Head which is supported by the Trust.</p> <p>Primary achievement figures are encouraging this year but secondaries less so, as was already known. It is important that the Quality of Education Committee closely monitor the other schools, whilst the School Improvement Committee focus on TCS ER.</p> <p>TS visited NAC and met the Head, senior leaders, some middle leaders, and some students. There is a collective feel that Newton Abbot the town has considerable challenges. The importance of not conditioning the children there to believe they can't succeed was discussed, with help and encouragement from the Trust for the staff to project and encourage aspirations for the school's young people. GR will be visiting GCSE RE groups at NAC next year so will support this as a Trustee.</p> <p>It was suggested the Board look at attendance by year group and track this rather than a collective figure.</p> <p><b>Q: What is the narrative from the RD?</b> As long as monitoring visits are good and show a steady improvement, it will be fine. Will want to meet termly, and have monitoring visits every 6 months. <b>Q: How are they measuring if quality of T&amp;L is improving?</b> This will be for Ofsted monitoring visits using the quality of education judgement. <b>Q: Will the coach give feedback to staff?</b> Fortnightly meetings with coachee and coach; StepLab online profile which supports this; and data will be shared by the Head with metrics that can be used from this. This will be tasked to the new Deputy Headteacher.</p>	
22/8/4.1	<p>FAR Committee held on 2 May 2023: Report shared in advance. V1 of the budget was discussed, which is now updated and shared again to reflect the teachers' pay award.</p> <p>Budget: The teachers' pay offer and indications of government funding, taking into account what has already been budgeted, has created a credit of over £100k across the Trust. The budget for approval is an improved picture where previously just over £200k in deficit, this is now £87k. TCS ER is the only school in deficit but is an improved picture from £240k down to £217k. If the budget is approved, Heads will receive notification today and any requests for more spending will need to be considered before decisions made. Support staff pay award assumptions made, but offer rejected. A plan to return TCS ER to a positive position will be expected and this picture will continue next year due to large year groups leaving and smaller groups coming in, which will need to be supported by the Trust.</p> <p>IT WAS PROPOSED that the budget for 2023-2024 be accepted. TS proposed, KY seconded. Unanimously ACCEPTED.</p>	JN
22/8/4.2	<p>School Improvement Committee held on 6 July 2023: GW reported a good meeting with the Headteacher demonstrating the new system for staff coaching, and sharing example work books of some challenging students which showed extremely positive impact and progress from strategies already being put in place. The minutes of this meeting are on GovernorHub which give more detail. The agreed focus for the September meeting is data for Year 10 and 12, and a communication strategy to ensure parents are included in the school's improvement journey. The focus for October will be SEND and DS when the new Director of Inclusion (SENDCO) has been in post for a few weeks.</p>	
22/8/4.3	<p>People &amp; Values Committee held on 20 June 2023: Minutes shared ahead of the meeting. Feedback from the staff survey by the Heads and LGBs was discussed and it was noted that the LGBs are expected to look at pupil and parent feedback, but it is the Trust's responsibility as employer to obtain feedback from staff. Thread around review of teacher workload which is a widespread national issue, and the new Director of People role will look at streamlining meetings and sharing good practice. May look to form partnerships and relationships with other trusts with more scale for middle leaders' workshops, training needs, and development.</p> <p>GR reported on the Ethos Committee at Kenn CofE and that plans have been set for new vision and values for the new HoS.</p> <p>Agreed to return delegated responsibility to the LGBs of DC and SX. Heads and Chairs advised.</p>	

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22/8/4.4	<p>Quality of Education Committee held on 17 July 2023: Rescheduled to yesterday due to the change of release date for primary data, so a verbal update was given. Attended by the EHT for CKK and Acting Head for Teignmouth Primary. The Head from SX was unfortunately unwell so the Committee had the school's information beforehand but no presentation.</p> <p>Cockwood, Kenn and Kenton results were pleasing. Significant improvement in reading, writing and maths at Cockwood and Kenton, and combined for all 3. Small group sizes for maths have shown impact. Cockwood maths was an area for improvement last year and there is a good picture for September following streamlining of staffing structures. Awareness of pupils with EHCP and areas that need work, with plans in place to support. KS1 focus for all schools and new HoS at Kenton is a KS1 moderator which brings good experience. KS1 saw significant improvement for all schools and in particular Kenton.</p> <p>Starcross was a school for concern this year among the primaries and it was pleasing that the data showed a forward movement and improvement. EYFS and phonics both higher than national. KS1 reading and maths below national, and writing within 3%. Data in the Head's report showed an upward trajectory but with some work still to be done. Writing, maths and combined score are up on their figures last year. Good plans are in place with the new Head joining in September, and the school is launching Read, Write, Inc for September. <b>Q: Is there a feeling at SX, looking at data, potentially being visited by Ofsted?</b> Great work has been done on curriculum which has been moved on by the current Head. Ofsted don't look at data. Quality of education will focus on SX in the new year and some targeted support work, as was done at Kenton, with some financial support from the Trust will help. <b>Q: Is this what we as trustees should be happy with, a slow upward trend?</b> The ability is there, with a school improvement focus using StepLab coaching and support from other staff such as Annabelle Thomas. <b>Q: Is the combining of classes a risk?</b> Split age teaching is harder to teach the curriculum as now knowledge based and has to be planned and sequenced very well, so this will be closely monitored.</p> <p>Teignmouth Primary showed very good results and an impressive analysis from the Acting Head. Quite exceptional improvement in greater depth at 25%, helped by consistency of approach. White Rose Maths across the school has been very positive with maths 16% higher than last year and 5% rise in greater depth. Handwriting key marginals require work and this is known and plans are already in place. Fluency at lower end of maths will be targeted (multiplication check in Year 4 - not recorded or measured but still required to deliver). KS1 SATS next year will be voluntary and progress will be taken from reception from KS2. Target Tracker gives very clear data and the ability to identify children needing support and intervention quickly. Good awareness of looking at the gaps.</p> <p>Heads voiced concern there are less TAs next year at all schools. No support is forthcoming from DCC with higher needs children and there is a challenging time ahead. The schools are already looking at what works and how to adapt strategies to support.</p>	
22/8/4.5	<p>Membership of Committees: The Chair asked Trustees to give thought to whether the membership of committees should be considered following the first year of the new Trust, potentially looking to cross pollinate skills such as finance and education. A skills audit will take place in September.</p>	All
22/8/5.1	<p>LGBs: Cockwood, Kenn, and Kenton: Appointment of parent governor: Elizabeth Price-Holden following a parent nomination process. One nomination received so no election required. Unanimously APPROVED and duly APPOINTED. Action: Chair and LGO to be advised.</p>	GW
22/8/5.2	<p>Dawlish College: Appointment of parent governor: Craig Read - following a parent nomination process. One nomination received so no election required. Unanimously APPROVED and duly APPOINTED. Appointment of co-opted governor: Hannah Grant - Unanimously APPROVED and duly APPOINTED. Action: Chair and LGO to be advised.</p>	GW
22/8/5.3	<p>NAC: Resignation of staff governor: Sarah Wilkinson - unanimously ACCEPTED.</p>	

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	<p>Following a staff nomination process with one nomination received for each vacancy, no election was required. Appointment of staff governor (teaching): Becca Ward - Unanimously AGREED and duly APPOINTED.</p> <p>Appointment of staff governor (non-teaching): Charlotte Tonge - Unanimously APPROVED and duly APPOINTED.</p> <p>Action: Chair and LGO to be advised.</p>	GW
22/8/5.4	<p>Starcross: Return delegated responsibilities - Unanimously AGREED.</p> <p>Action: Chair and LGO to be advised.</p>	GW
22/8/5.5	TCS ER: Nothing advised for this meeting.	
22/8/5.6	<p>Teignmouth Primary: Deed of Variation going through DfE and proceeding on the basis this will be approved.</p> <p>Appointment of co-opted governor: Rachel Spanswick - Unanimously APPROVED and duly APPOINTED.</p> <p>Appointment of Acting Chair for one term: Simon Shadbolt - Unanimously APPROVED and duly APPOINTED.</p> <p>Action: Chair and LGO to be advised.</p> <p>The school will be holding a 50<sup>th</sup> anniversary celebration tomorrow which will showcase the new logos and uniform. Trustees have already been invited and are very welcome.</p>	GW
22/8/6.1	<p>Policies and procedures:</p> <p>Finance Policy and Financial Regulations 2023-2024 - Changes shared on GovernorHub following a review at FAR. Noted the trip section has been improved following recommendation from the internal audit. Unanimously ADOPTED.</p> <p>Action: GW to upload to website and circulate to Heads.</p>	GW
22/8/6.2	<p>Lettings Policy (with effect from 1 September 2023) - recommended by FAR with charges update and cancellation procedures updated, with all bookings now through an online system. Unanimously ADOPTED.</p> <p>Action: GW to upload to website wef 1 September.</p>	GW
22/8/7.1	<p>School visits. TS visited SX, NAC and DC. SJC visited TP. GR attended Kenn for the Ethos meeting. KY expressed interest in visiting primary schools.</p> <p>Action: GW to share email addresses of the Heads to Trustees to make direct contact and arrange visits.</p>	GW/All
22/8/7.2	<p>Dates for training next year:</p> <p>5 October - GDPR and 6 December - Risk Management</p> <p>These will fall in line with the Heads meetings to buy-in PHP Law to cover all on the same day for cost efficiency.</p> <p>It is planned to hold a Trust review day, as was held in November 2022. GW and KQ will begin organising this and details will follow on return from the summer break.</p>	GW/KQ
	The Chair closed the meeting at 12.01 pm with thanks to all and best wishes for an enjoyable summer break.	