

**MINUTES**  
**of the General Meeting of the Full Board of Ivy Education Trust**  
**held on 22 July 2025 at 10 am at The Passage House Hotel, Kingsteignton**

<b>Present:</b>		
<b>Name</b>	<b>Title/Role</b>	<b>Initials</b>
Paul Austin	Trustee/Vice Chair of the Trust Board/Member of FAR Committee/GDPR Link	PA
Niki Glew	Trustee/FAR Committee/H&S Link	NG
Dr Stephen Lee	Trustee/People & Values Committee/Safeguarding and SEND Link	SL
Rev Gareth Regan	Foundation Trustee/Chair of People & Values Committee	GR
Tony Smith	Chair of Trust Board/School Improvement Committee	TS
Chris Taylor	Trustee/Quality of Education Committee	CT
Ed Walker	Trustee/People & Values Committee	EW
<b>In attendance:</b>	<b>Title/Role</b>	<b>Initials</b>
Paul Cornish	Executive Director of Education/Director of Spirituality	PC
Jon Lasker	Director of Operations	JL
Jon Newman	Director of Finance	JN
Katy Quinn	CEO	KQ
Gaby Willis	Trust Governance Officer/Company Secretary	GW
Emma Wood	Director of People	EWo
<b>Apologies:</b>	<b>Title/Role</b>	<b>Initials</b>
Richard Given	Trustee/Quality of Education Committee	RG
Lorraine Heath	Trustee	LH
Paul Lilley	Trustee/Chair of FAR Committee	PL
Lee Sargeant	Trustee/Chair of Quality of Education Committee	LS
<b>Absent:</b>	<b>Title/Role</b>	<b>Initials</b>
None		

**Key to acronyms:**

DC	Dawlish College	NAC	Newton Abbot College
TCS	Teignmouth Community School	TPS	Teignmouth Primary School
SX	Starcross Primary School	CKK	Cockwood, Kenn and Kenton Primary Schools
PLC	Professional Learning Community	EHT	Executive Head Teacher
HT3	Half Term 3	EHE	Elective Home Education
DSL	Designated Safeguarding Lead	KCSiE	Keeping Children Safe in Education
T&L	Teaching and Learning	GLD	Good Level of Development

TS opened the meeting at 10 am and welcomed everyone.

24/7/1.1	<b>Apologies:</b> GR had previously advised he would arrive approx. 10.30 am due to a school assembly he had committed to give. LH, PL, LS, NT, RG (due to change of meeting date).	
24/7/1.2	<b>Declarations of Interest:</b> None in addition to those already declared or for this meeting.	
24/7/1.3	<b>Acknowledgement of resignation of member appointed trustee - NT:</b> Thanks were given to NT for all his support over the years. TS has written on behalf of the board.	
24/7/1.4	<b>Appointment of safeguarding link trustee – Dr Stephen Lee:</b> Appointed.	
24/7/1.5	<b>Appointment of link trustee for Kenton Primary School: role appointments:</b> EW <b>Action:</b> EW to link with JL regarding the building development.	<b>EW/JL</b>
24/7/2.1	<b>Celebrations across our trust:</b> <ul style="list-style-type: none"> <li>Resilience seen in team across all levels following change and quick adjustment to working patterns. Commitment shown to continuing to deliver a good service and</li> </ul>	

	<p>understanding collective approach to what our trust is trying to achieve. What can we do to best support the education of our students.</p> <ul style="list-style-type: none"> <li>• Kenn – able to give one of our apprentices a certificate for a Teaching Assistant apprenticeship. Person covering head role at the moment about how colleagues helped them on their journey. HOS in school and saw how pupils interacted and responded to him in that moment.</li> <li>• Ivy music event at Langstone Cliff which was attended by two trustees. Lovely celebration of music and creative arts with all eight schools represented and music written by the children themselves with music agency who work alongside us. Final piece all 8 schools on stage together with a song composed by the three secondaries collaborating together was a special moment.</li> <li>• Beginning to recruit horizontal roles as maturing as a trust, across the schools. Interviewed last week for a lead on aligning of our teaching and learning across our schools. Secondment equivalent of 1 day per week, and the assistant ht at DC was appointed. LS sat on the panel to ensure trustee involvement. Talent of all three people and to know this is within our trust is very impressive.</li> <li>• Ivy Games first sporting event for all schools at Exeter Arena. Secondaries sent community sports leaders who organised the events and showed compassion and consideration for the younger children which was a great event.</li> <li>• KS2 SATs results at SX, given the journey, to have invested and come out with a marked improvement in scores across the board was great for the pupils. 41% increase on last year.</li> <li>• Observation of positive Year 11 leaving day at TCS with lovely gathering of staff and students and the atmosphere, given what the school has been through, felt like a school that was at one with itself.</li> </ul> <p><a href="#">Q: Netball at NAC. Competing at national level and formed a netball academy and that 8 young people have decided to stay on in the Sixth Form as a result.</a> Encouragement from student who had stayed on has been very successful. 7-10. Will train most days, upping the level and expectation and creating a sense of belonging around it. Also advertising into Year 4, 5 and 6 to recruit into Year 7 with aim and ambition of becoming part of this when post-16.</p>	
24/7/3.1	<p><b>Matters arising and actions from the meeting held on 13 May 2025:</b> Noted no one was contacted by TGGs – has anyone made representations? Heads individually expressed discontent about lack of contact and extension of the PAN, in writing. Concluded not consulted schools beyond Torbay. Suspensions will be picked up at the next Quality of Education Committee in October.</p>	
24/7/3.2	<p><b>Accept minutes of previous meetings:</b> Accepted.</p>	
24/7/4.1	<p><b>Trust report from the CEO:</b> Report shared in advance. Supplementary operational document shared for information which is received by KQ and PC as primary outcomes.</p> <p>Positive momentum at primaries in outcomes and attendance. Secondary attendance remains a strategic challenge. PLCs have rigour around them. Five foundations now fully embedded in governance and monitoring, and this language is being used for reporting.</p> <p>Reading and maths remain a strength. Writing and phonics are development areas for next year and, having already identified this as an area of focus, there is a whole trust phonics day on the first day back. PC is working with the EHTs to ensure the use of the Read Write Inc programme receives a trust wide push next year and a review of how this can run differently with less adults in school to run lots of groups.</p> <p>An attendance strategy was shared in the report to include better use of data dashboards, from Arbor, for more frequent reporting.</p>	

**Q: Do you ever look at attendance of those who come through trust primaries into secondaries as primary attendance is good and good habits, and is it work with other feeder primaries?** Not in detail but a case study can be carried out. A major piece of work looking at attendance for Year 6 into Year 7 with current Year 6s is being undertaken for the first time. It is known that secondaries decline autumn term Year 8, and student leadership opportunities are being explored to mitigate this.

Curriculum and delivery: StepLab now well received, with some work to do on variability of implementation. Significant progress has been seen in SEND group working with WE SEND with key priorities for next year. Appointment of T&L lead and that group is coming together to develop set play for high quality inclusive teaching, with the Ivy way and shared language with leaders on board.

Enrichment and community: We Are Ivy week was very special and captures what our trust is about with children in their communities and leaving a legacy. With music and sport on top of this it was a very powerful week. Staff reflected on the understanding of our family as part of IET and the presence of our trust.

Strong student leadership was shown with a NAC charity walk raising money for the RNLI.

Our digital transformation continues and migration to cloud based systems will bring efficiency as an organisation. Contract harmonisation has brought savings of approx. £100k. Implementation of new HR platform will give leaders easy access to data.

Governance: Some challenges around engagement and recruitment of governors but work is being done on this.

Key challenges next year are secondary attendance, KS2 writing, good levels of development in EY and phonics, developing consistent language across our trust in SEND space and identification of need at primaries and secondaries and focus on there for the team. Working hard to grow and sustain pupil numbers to maintain financial stability.

Looking ahead: September sees the launch of the “Game Plan” to guide strategic direction. A welcome video on the first day of the new term will communicate this plan for staff. Working around growth as tasked by the board, KQ has met with the Kennford PlayBox (an outstanding pre-school in Kennford) who have voted to start the process to explore joining our trust as another location within our trust. JL and KQ met with the DfE to discuss this and it is recognised that early movement into a provision in Kenn is critical for securing pupil numbers and supporting that community. We would look to provide wraparound care for working parents in the village and an external agency wanting to join our Ivy family is very positive.

**Q: Keen to understand how outcomes for our trust reflect the targets that were set. Phonics slipped slightly and KS2 went forward. What were we anticipating and what was the variance between what happened. Did we expect phonics to go down?** Largely in line with our predictions. Saw greater depth grow. Focus at primary has been around maths so pleasing to see these results are stronger. Attention will turn to phonics next year. **Q: When do we set target for phonics next year? 71% now, national next year?** Set those in health checks in September which are already scheduled and feed into Quality of Education Committee. Bought into the Ruth Miskin trust package for driving improvement in phonics, for the first time. PC will meet half termly with EHTs and link from the RM trust who will analyse the data for us and be collaborative with a higher level of strategy from the executive team. With GLD relatively close to national would hope phonics next year will be at national. Small schools give large fluctuations on data.

	<p><b>Q: Were the results at TPS expected?</b> On tracking grids at TPS it was expected and was an unusual cohort for TPS. Greater depth children results are a real achievement.</p> <p><b>Q: Pupil movement data and the movement out of NAC, is there anything behind that?</b> Increased pressure on attendance and behaviour which can affect parent decisions to move to a new school. Safeguarding concerns are always referred if it is felt parents are moving to avoid social services, etc. Met with primaries in Newton Abbot for Year 7 selection and feedback from one primary has been shared with NAC; improvement work is underway for next year's transition, and the Head is aware. It was noted that 22 students have moved to EHE which seemed high compared to others. HT3 and HT4 pupil roll dropped by 20 students. Trustees were keen to understand why and what happened at that time and were advised that an increase has been seen in EHE in secondaries and this is around applying pressure around attendance and behaviour expectations which causes some parents to EHE. Often these students come back months later. EHE has risen threefold nationally, and a template pro forma letter is now available online for parents.</p> <p>A query on page 17 secondary attendance data was raised where some calculations appear to make the situation look worse than it is.</p> <p><b>Action: KQ to check this on the Arbor data system and advise.</b></p> <p><i>GR joined the meeting.</i></p> <p><b>Q: Acknowledging with safeguarding it depends what is entered on the tracking system, safeguarding incidents at SX seem low compared to our other schools?</b> SX is a late adopter of the CPOMS system. Some schools record everything, and others may only record higher level incidents. Work is ongoing to improve consistency and encourage staff to record everything. DSL group is well established, and PC is liaising with the Trust DSL on this.</p> <p><b>Q: Are schools recording and doing things differently. Are we reassured people are being vigilant?</b> Safeguarding link trustee carried out those visits and gathered reassurance for the board which SL can pick up now as the new safeguarding trustee.</p> <p><b>Q: Suspensions – HT5 data. Look at TCS with spike in suspensions representing 10% of population in that term. Page 12 shows large jump to prior terms, would like to understand what happened.</b></p> <p><b>Action: KQ to circulate this information to trustees after the meeting.</b></p> <p><b>Action: In future, questions on CEO's report will be sent to GW ahead of the meeting to ensure this data is available at the meeting.</b></p>	<p>KQ</p> <p>KQ All/GW</p>
24/7/4.2	<p><b>Approval of IET strategy "Game Plan" for 2025-2028:</b> Shared at online briefing on 7 July and points raised which were taken into account and some wording added, and questions answered on the day with how it will be used. <b>It was resolved</b> to adopt the IET strategy, known as the "Game Plan" for 2025-2028.</p> <p><b>Action: GW to ensure updated logo to be on all documents.</b></p>	<p>GW</p>
24/7/4.3	<p><b>Update to Academy Trust Handbook for September 2025:</b> Letter to Accounting Officer circulated. Link shared for update summary.</p>	
24/6/5.1	<p><b>FAR Committee meeting held on 8 July 2025:</b> Minutes shared in advance with the main focus being the budget. There is a significant people impact for next year and a good picture following the recent staffing restructure.</p> <p>Good progress has been made following internal audit and changes to control environment which reflects centralisation of consistent processes.</p> <p>Some capital items spend was approved with auditorium seating at TCS, a refurbishment at SX and fire safety improvement work.</p> <p>An updated Business Continuity Plan was received.</p> <p><b>Budget 2025-2026:</b> Key assumptions were discussed at FAR with key one being teachers' pay which was known before the budget was set to enable precise forecasting. Support staff award</p>	

	<p>is unknown and will be backdated to April. 3.2% offered and is likely to be agreed and the stress analysis shows every percentage will be another £72k for each year. End of this year will make provision for this in accounts and in autumn will be finalised when this is agreed. Into year 2 and 3 run a flatline budget with 2% increase modelled based on advice from various sources for 2026. Biggest impact on financial situation going forward will be pupil numbers, as is known. Pupil numbers will be reforecast in September which will drive September 2026 income. NAC is area of biggest risk with further reduction in funding for September 2026.</p> <p>Budget review summary for single year and three-year was shared. Adopted GAG pooling model in February 2024, this being the first year the way our schools are funded has changed with all GAG in central and reallocated to the schools broadly in line with the Devon formula. Money retained taken from basic need part of the budget. This allows for the different profiles of our schools for SEND. GAG pooling model reviewed on annual basis.</p> <p>The recommendation of a balanced budget is a testament to work done by the DoP and the heads in refining staffing to a place which is fit for purpose. Challenging year, exacerbated by the situation at DCC and falling pupil numbers.</p> <p>Questions invited. <b>Q: Within FTE figures in secondary, TCS and NAC require 50% more leadership time than the other schools in terms of teaching ratios. What is the reason?</b> Both those schools have sixth forms. Also, when moving to integrated curriculum financial planning some parameters are required in the system as leadership means different things in different schools. Recruitment and retention is also a factor to ensure we employ the best people.</p> <p><b>Q: Year 2 26-27 has a £326k deficit showing. Are we expecting to need further restructures or do you believe variance of figures.</b> If pupil numbers are as we believe, only the staff structure at NAC may need review as the biggest drop. TPS pupil numbers are a concern as there are not the children in the community to fill the primaries. In most schools if start looking in September as we did this year, natural wastage may be sufficient. Integrated curriculum financial planning starts in September, and it is felt there is some flex in NAC in terms of class sizes which will be considered when making decisions this year. Raising pupil numbers and positive perception is a focus at NAC and work is being done to invite parents into the school to see the offer.</p> <p><b>Q: How closely have we looked at the viability of sixth forms?</b> Discussed at length in FAR. Looking at data from integrated curriculum financial planning this year. Also met with counterparts in Newton Abbot to look at collaborative sixth form opportunities.</p> <p>The Committee looked at risk and school trips and discussed enabling children to receive these enrichment opportunities with easy, standard arrangements for the teachers organising them. <b>Q: How do we ensure health and safety is in place?</b> Through the Evolve system with a coordinator at each school.</p> <p><b>It was resolved</b> to approve the recommended budget for 2025-2026.</p>	
24/7.5.2	<p><b>Quality of Education Committee meeting held on 20 May 2025:</b> Minutes shared in advance. SEND focus followed from full board which was useful to understand schools' different starting positions. Very positive work with starting PLCs with 5-6 meetings per year. Attendance was discussed with the Trust Attendance Lead at the meeting and summary is good systems and processes in place with some being quite embryonic and this will improve next year. IDSR explored and more will be discussed next year following summer results. External reports were very detailed in terms of the positives for the trust and the schools and keen to explore next steps in the future. Middle leaders' development programme discussed.</p>	

	<p>SX EHT spoke at length around the Ofsted journey and the extensive work done which was addressing needs at pace, noting the curriculum will be fully mapped next year. Explored TPS attainment measures which are lower this year. The Committee sought to understand whether this was due to the EHT being shared with SX, and agreed it was due to this year's cohort.</p> <p>Headteacher of TCS spoke around the school's journey and SEND and also some of the reading data and understanding next steps. There is opportunity to share strengths across our trust. Challenges of the budget were discussed, and a separate document was shared from the Committee to support the continued journey of the school taking into account the impact of the staffing restructure.</p> <p>Noted the investment from our trust into TCS over the last few years to support the improvement journey of the school. This was acknowledged by the headteacher in the meeting and noted that the timing of this meeting was crucial with looking to find in-year savings of approx. £1m. The school was seeking support from the board to fund the remaining deficit if it didn't reach the balanced budget, but this has since been achieved.</p>	
24/7/5.3	<p><b>People &amp; Values Committee meeting held on 15 July 2025:</b> Trust DSL updated on safeguarding across our trust which is extremely positive with less items on audits each time and confidence that safeguarding is controlled and consistent across our trust. Supervision is proving positive for supporting the DSLs and use of this is being strongly encouraged. KCSiE update timing has been a challenge to try and ensure our policies are ready in good time. Committed last year to have policy in place for September. Further KCSiE updates are expected.</p> <p>HR system in place which is working well and providing data from all schools which is consistent and effective. Looking at staff absence and understanding the differences in schools around the entry of records and the categories of absence.</p> <p>Part II minutes were tabled for the full board meeting. Thanks were given to the People team for their professional and compassionate work around the staffing restructure.</p> <p>Employment Rights Bill will affect the trust and schools and some of the potential challenges of this were discussed and will be managed as they occur.</p> <p>Questions invited. Noted very few KCSiE changes this year.</p> <p><b>Q: Staff survey.</b> An interim staff survey was carried out, focusing on CPD. Some learning has been taken in the design of the survey, mindful of workload next year and changes being implemented which will require careful thought with less staff. There is work to do on CPD, some of which is to enhance staff understanding of what represents CPD and shifting culture about regular conversations for opportunities which links to the Ivy futures work in the Game Plan.</p>	
24/7/6.1	<b>CKK:</b> Nothing for this meeting.	
24/7/6.2	<p><b>Dawlish College:</b> Appointment Lucy Atkins co-opted governor: <b>Appointed.</b></p> <p>Acknowledgement of resignation of Elizabeth Merson Jones: <b>Acknowledged.</b></p>	<b>GW</b>
24/7/6.3	<b>NAC:</b> Nothing for this meeting.	
24/7/6.4	<p><b>Starcross Primary and Teignmouth Primary:</b> Appointment of Gareth Walters as a co-opted governor. No conflict considered for declared interest working for Sparx. <b>Appointed.</b></p> <p>Michael Wigmore – co-opted governor. <b>Appointed.</b></p> <p>Change of category of Richard Turvey from parent to co-opted due to move out of the area but wishes to remain as a governor: <b>Approved.</b></p>	<b>GW</b>
24/7/6.5	<b>TCS:</b> Nothing for this meeting.	



24/7/7.1	<b>Finance Policy and Financial Regulations:</b> Reviewed and recommended for adoption by FAR Committee with updates as noted in the FAR minutes. Noted amendment to sign off process to allow delegated authority to the Director of Operations. <b>Adopted.</b>	<b>GW</b>
24/7/7.2	<b>Treasury Management, Investment and Reserves Policy:</b> New policy recommended for adoption by FAR Committee. Low risk short term investment to achieve a return on our reserves and capital which will be better than the bank account offering. <b>Q: Is this standard practice for MATs?</b> Yes. We have been cautious previously due to diminishing reserves and capital investment, but this is now stabilising. Due diligence has been carried out on the proposed investment platform which is well established and used by many academy trusts. <b>Adopted.</b>	<b>GW</b>
24/7/7.3	<b>Appraisal Policy for Teachers/CEO/Headteacher:</b> Recommended by P&V Committee with updates in line with change to automatic pay progression. Unions consulted. <b>Adopted.</b>	<b>GW</b>
24/7/7.4	<b>Code of Practice for use of social media:</b> New in line with updated code of conduct for staff which is effective from 1 September. More guidance to help staff protect themselves. Unions consulted. <b>Adopted.</b> <b>Q: How are we making staff aware of this?</b> Will launch at start of year and staff will be asked to sign it. <b>Q: Is there an AI policy or will that be in the future?</b> Don't have this currently and still considering under the digital strategy how this will be used. Currently advise use copilot as keeps it within our domain.	<b>GW</b>
24/7/7.5	<b>Disciplinary Policy:</b> Recommended by P&V Committee. Process for panels updated to keep trustees only for appeal. Unions consulted. <b>Adopted.</b>	<b>GW</b>
24/7/7.6	<b>Pay Policy:</b> Recommended by P&V Committee following union consultation. <b>Adopted.</b>	<b>GW</b>
24/7/7.7	<b>Whistleblowing Policy:</b> More support for staff included. Unions consulted. Clarification with introduction of appendix with grievance vs whistleblowing and external advice if needed. <b>Adopted.</b>	<b>GW</b>
24/7/7.8	<b>Child Protection &amp; Safeguarding Policy 2025-2026:</b> Update for KCSiE GW and Trust DSL processed this. Devon model policy being used as always. <b>Adopted and any subsequent updates to KCSiE/DCC model policy for September are also taken as adopted to avoid delay in publication.</b>	<b>GW</b>
24/7/7.9	<b>Scheme of Delegation:</b> Annual update. No substantial changes. Consulted Diocese and no response. <b>Adopted.</b>	<b>GW</b>
24/7/7.10	<b>LGB Handbook 2025-2026:</b> Adopted for roll out for September.	<b>GW</b>
24/7/7.11	<b>LGB TOR 2025-2026:</b> Adopted for roll out for September.	<b>GW</b>
24/7/8.1	<b>Training:</b> SL has undertaken induction training as a new trustee. Safeguarding and KCSiE update training for governors and trustees is scheduled for 9 September at 4 pm.	
24/7/8.2	<b>Visits to schools:</b> Four visit forms were circulated from this period. SX - has been visited by PL as link and TS as chair with a strong position for September and excellent results achieved.  TCS – TS visited and found headteacher very appreciative of the investment from the trust and strong leadership team and new SENDCO. Interesting conversation with the pupils around funding and issues at the school. Rolling maintenance programme and changes to team structure will bring improvements. Environment calm and awards evening last week received positive feedback from parents.  Cockwood – CT visited as link trustee and met with HOS celebrating maths and reading outcomes and recognised writing had taken a slight dip. Felt care in the school about the local community, and obtaining grant funding for the enrichment of the students with learning that can be taken. Noted oracy work and centre of excellence achievement, with opportunity to share this across our trust. Aware of significant investment into the school by the Trust. Budget sits with EHT not the Heads of School currently to keep focus on school, teaching and learning.	

	SL attended the Cockwood production of Chitty Chitty Bang Bang held in the TCS auditorium. Noted positive enrichment experience for the children to have an opportunity to perform in an auditorium and huge amount of work from the teachers to support the children experiencing this.	
	The Chair (TS) announced that this will be his last meeting as he will be stepping down as a trustee in September and that the trust is in an excellent place for the future. Thanks were given for the time and support given to our trust over the years. The chair closed the meeting at 12 Midday.	