

		<p>Gov Q - [REDACTED]</p> <p>LM A - [REDACTED]</p> <p>Gov Comment - [REDACTED]</p> <p>LM Comment - [REDACTED]</p> <p>Gov Q - [REDACTED]</p> <p>LM A - [REDACTED]</p> <p>SG Comment - [REDACTED]</p> <p>Gov Q - Can you expand on the growth strategy? Has this changed and why would you take on any risks?</p> <p>SG A - The strategy is reviewing provisions on a case-by-case basis. [REDACTED]</p> <p>[REDACTED]</p> <p>Gov Q - [REDACTED]</p> <p>LM A - [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>		
5.	CEO Report	<p>SG presented a summary of the CEO report which contained the following key information:</p> <p><u>Positive</u></p> <ul style="list-style-type: none"> - New Regional Director for the South West has had a very positive start. - Appointed MSH as interim Regional Director for the South. - Appointed internally for a HT2 at Victory and Goodwin. 		

		<ul style="list-style-type: none"> - HGS Ofsted judgement as Good. - Continuing to deliver most aspects of the Trust Improvement Plan despite capacity concerns. - Improvements in behaviour at Goodwin Academy. Curriculum implementation remains a focus. - Improvements in teaching & learning at Paignton Academy <p><u>Minus</u></p> <ul style="list-style-type: none"> - Recent appointment of Regional Director for the South East has left the organisation [REDACTED]. - KS4 data in our non-selective schools continues to be challenging. - Some phonics and KS2 data are predicted to be below national. - Departure of the Regional Director for the South which is currently being covered by SG. - Ongoing RAAC issues at Holcombe which is impacting the school site. - TPA continues to be in a challenging position. - Ongoing issues being caused by the sink-hole at PHSG. - Budget position remains extremely challenging. - PLY Ofsted judgement as RI and will be classified as a double RI school. We will need to provide our intervention plans to support the school to achieving good. - Significant demand on the Governance team caused by high numbers of GDCs. <p><u>Interesting</u></p> <p>[REDACTED]</p> <ul style="list-style-type: none"> - HGS have completed their Co-Ed Consultation and have submitted their business case. - Victory have submitted their business case for SRP and expanded sixth form provision. <p>Gov Comment – It would be useful to see the vacancy rates in the CEO report. It was agreed to capture this figure at the same time the current employee numbers data is captured. <i>Action SG to include the number of staff vacancies in the CEO report.</i></p> <p>Gov Q – On the Trust key data it shows a negative trend on RI schools, behaviour and attendance. Is that part of the Trust strategy to look at those key areas? SG A – In regards to the attendance data, the Head of Service is conducting a clear analysis to include national comparators. Different schools are in different places in implementing the Trust Attendance Policy. There is a national trend that attendance declines as the year goes on. The biggest concerns at Brixham, Goodwin, Paignton and</p>	SG	17.07.24
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		<p>Plympton. One of my recommendations for a decision is for a focus from Governors on attendance in the South West.</p> <p>Gov Q – Do you see this as AABs to manage and push that forward?</p> <p>SG A – It is for AABs to hold their school to account for ensuring the strategies are used and from an executive level it is for the central team to ensure the correct processes are in place and then the Board to identify this issue and ensure something is being done.</p> <p>Gov Q – In the report you make a mention of the large number of GDCs across the Trust and how Ofsted are expecting us to demonstrate suspensions are effective. Can you expand on this?</p> <p>SG A – This is a national issue with a spike in number of suspensions and exclusions. A significant minority of young people are struggling to be successful in mainstream education. Headteachers recognise the high level of scrutiny in GDCs. There has been improvement in many schools’ paperwork. We need to strike the right balance in the level of scrutiny. Our Governors are prepared to overturn but those are rare occasions.</p> <p>KD A – We have had GDCs overturned previously due to SEND provision but none for the reason of poor paperwork recently - paperwork is also improving from schools. Some schools have a high volume of GDCs which is challenging to manage.</p> <p>Gov Q – I feel very uncomfortable that a fifth of schools are judged to be RI. In regards to KS1 performance only 43% are likely to achieve phonics in comparison to 73% in 22-23. KS4 performance is also of concern. Is this where your blueprint is going to come into play?</p> <p>SG A – Yes because currently we do not have the powers and approaches to drive results at school level. The reason why I have asked for the decision is because we have to be transparent with our Headteachers with the need to deliver outcomes for our young people. At this stage in time there is too much flexibility in the schools approaches and we need to tighten these up. One of the unforeseen elements of moving to the professional growth model is schools have not adjusted how they challenge staff on outcomes.</p> <p>Gov Comment – I sense a shift in whilst Headteachers want to performance manage poor performance, they are also hesitant to robustly challenge teachers for underperformance with the concerns around recruitment.</p> <p>Gov Q – In regards to staffing, we have a 50/50 split between teachers and support staff. Is there any external benchmarking about how we compare with other Trusts? Where do we think we should be with that split?</p>		
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		<p>SG A – The issue we have as a Trust is because we have delegated that decision making to schools. Broadly we are in line with the sector as a whole. In terms of benchmarking, it tends to be financial of spend on staffing as a whole with 80% being the benchmark.</p> <p><u>Decisions Required</u></p> <ul style="list-style-type: none"> - Introduce curriculum and outcomes policies for Primary and Secondary schools including Trust expectations, whole Trust actions and approaches and Trust safety net expected school actions and approaches. <p><i>Trustees unanimously approved the introduction of Curriculum and Outcomes Policies for Primary and Secondary Schools.</i></p> <ul style="list-style-type: none"> - Direct RGBs and AABs to examine the use of suspensions and exclusions appropriately. <p>Gov Q – Can we provide those Governing Bodies some guidance so they approach this consistently across the Trust?</p> <p>KD A – I will work with SG to provide some suggested questions that Governors may like to explore focussed on how do Governors know that the school(s) are using suspensions and exclusions effectively.</p> <p><i>Trustees unanimously agreed that the Board will direct RGBs and AABs to examine the use of suspensions and exclusions appropriately in upcoming meetings.</i></p> <ul style="list-style-type: none"> - Direct RGBs and AABs in the South West to focus on attendance for schools below national. <p><i>Trustees unanimously agreed that the Board will direct RGBs and AABs in the South West to focus on attendance for schools below national in upcoming meetings.</i></p> <p>Gov Comment – If there are particular strategies that Exec want to see, please could this information be shared with Governors including examples of best practice.</p> <p><i>Action KD to share example questions/information with AAB/RGB governors to support the scrutiny of suspensions/exclusions and attendance in upcoming meetings.</i></p> <p>LM presented the following information which contained the following key information:</p> <ul style="list-style-type: none"> - We have now moved 24/25 term dates to include a 2-week October half term which has been communicated to school communities. Concerns have been raised about this, particularly in Portsmouth. The Local Authority has also made representations about their concerns regarding the move away from their term dates model. 	<p style="text-align: center;">KD</p>	<p style="text-align: center;">13/05/24</p>
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- It remains our belief that this is the right thing to do and we have set our expectations in respect of how we believe the additional time should be re-invested into schools to support outcomes.

- The LA have asked us to consider aligning the Easter holidays with the LA calendar in Portsmouth which we are willing to do.

Gov Q – You were talking about liaising with the LA in Portsmouth, is this decision on term dates just for Portsmouth or for the whole Trust?

LM A – This is for every TSAT school, but Portsmouth LA are the only authority who raised concern.

Gov Q – If we align the dates in Easter for Portsmouth, will this conflict with other authorities?

LM A – This would be varied regionally which would support parents in those respective areas and would not impact our strategy to redirect time.

Gov Q – Was there any feedback in October about having inset days at the start and finish to make it longer than two weeks?

LM A – The inset day at the end of October is at the school’s discretion to make this judgement and have the flexibility to move it if they wish. The first day back after the October half term is a mandatory inset day for the Trust conference.

Gov Q – Is the two-week October half term a permanent change?

LM A – It has been introduced for next year and it is being considered as a permanent change. It is being proposed as such today as some governors have raised concerns.

Gov Q – Where are we making up the extra week of holiday?

LM A – it will be through formal additional time during the school day. LM and SG are working on what that additional time will look like. The 5 days’ worth of teaching time will be directed in a different way as the current format leaves very little time from directed hours for intervention and support work.

Gov Q – is it being left to individual headteachers to decide how they will use this time?

LM A: There will be elements which can be determined by individual schools to suit their individual requirements. Heads can decide how this time will have the most impact in their schools. Heads are sharing good practice about how best to do this.

The Board unanimously approved the proposed term dates for 2025/2026.

JH joined the meeting

LM presented the Little Thinkers expansion proposal for Kings Ash and Curledge Street in Torbay which contained the following key information:

- LM introduced the concept based on the experience of the strategy in Portsmouth, and the concerns with regards to surplus school places and low birth rate in the Torbay area.
- JH informed the board about the successful 2-3 yr. old nursery provision that is already in place at Kings Ash and Curledge Street. With the introduction of Government funding from this April for 15 hours of free childcare from the age of 9 months, we wanted to capitalize on our current successful offer. JH has met with the Local Authority and has assurance that there is a need for this across Torbay. The LA have checked the proposed building at Curledge Street and have agreed it is suitable for the provision. At Kings Ash there is existing space which can be adapted. The funding is for term-time only so that is what we are initially intending to provide it.

Gov Q: The costings for the adaptation of the School House at Curledge Street seem optimistic. Some areas of that building could be difficult for children that age to access, and are there fire escapes? How confident are you in the costings provided in your report?

JH A: The H&S team have visited. The children using this building will be non-walkers and early – walkers. The proposal is that the upstairs areas will be used for sleeping. There will be cameras upstairs and they will be investing in fire evacuation cots. There is a fire plan in place. The feedback from the LA visit was that the building was very suitable for this type of provision. Works that need to be done have been costed by builders, so the figures are not just estimates.

Gov Q: Have the fire checks been completed by the TSAT team or externally? It is important that the fire checks for the second floor are absolutely right.

JH A: Devon County Council will be sending external advisors to complete the checks.

LM asked for support from TSAT, as the parent company of the Little Thinkers company, for what is a big strategic decision to expand into the South West. However, there is no formal Board decision required.

Trustees expressed unanimous support to proceed with the Little Thinkers expansion.

		JH left the meeting.		
6.	Reports from Committees	<p>Chairs of each Committee presented the reports from the committees which contained the following key information:</p> <p>A. <u>Curriculum and Quality Assurance (PM)</u></p> <ul style="list-style-type: none"> • KS4 non-selective schools' mock data is disappointing • KS1 SATs papers are showing progress in some areas, but there are concerns around the SE • KS2 outcome data of times tables checks are quite poor. Maths remains an area of concern for yr6 and the impact this has on KS2 SATS results. Particular concern is NHCA and NHPP. • QA visits to Portsmouth Academy, New Horizons Chatham, Cedars, and Goodwin – information has been provided to the Board. There is a high level of resource being put into TPA at the moment. • Ofsted visits: Brixham College is RI, Lodestar is Good, Curledge Street is Good. <p>B. <u>Finance (DG)</u></p> <ul style="list-style-type: none"> • Changes to the gift acceptance limit were approved • Lengthy discussion with regards to the budget position for 24/25. GN drew the Board's attention to the briefing note on this subject that has been provided by LM. GN requested LM provide more context to the briefing note, which LM proceeded to do. The Board acknowledged that the Trust is facing more significant financial challenges than it has in the past. This subject will be added to the agenda for the Strategy Day. <i>Action KD to arrange.</i> • Thinking Fitness – numbers restricted by local competition. • In-house catering facility is struggling to keep their prices competitive, so some consideration of this facility will be needed in the long-term. • Formal approval sought for the Procurement Policy. <p>Gov Q: It was noted that the policy, in paragraph 2, does not explicitly include who should be the person who can provide permission for a budget holder to exceed their authority on a purchase order. Please can this be clarified before the policy is distributed.</p> <p>DG A: Will talk to Doug Stewart about this and tighten this area of the policy accordingly.</p> <p><i>The Procurement Policy was approved by the Board, subject to the change as noted above.</i></p>	KD	1.5.24

		<p>C. <u>Operations (KB)</u></p> <ul style="list-style-type: none"> • The new operations structure is being implemented well. • RAAC issue at Holcombe – the DfE are funding the immediate work taking place. • Sinkhole at PHSG – money has been spent on surveys. This is still sitting with the RPA at the moment. • Maritime – road works in the local area means bus routes have been changed. However, work is progressing at a pace so hopefully the road works will be completed soon. • SCA funding is less than hoped, but timelines of projects are being adjusted to ensure staying within budgets. <p>D. <u>Staffing, Pay and Professional Growth (GN)</u></p> <ul style="list-style-type: none"> • Long term sickness continues to be high and is affecting our schools. • Term time only outstanding claims – work is continuing on this. • The new payroll system was not implemented as planned. Currently still using our existing systems. This will lead to some delay with onboarding the Torbay schools, and with provision of timely data for reporting. Extra work for the payroll team. • The workload review will be added to the Teachers Pay and Conditions document in September 2024. It will include a number of tasks which teachers should not be undertaking. <p>Gov Q: With regards to the salary sacrifice car scheme – is the Trust favouring electric cars?</p> <p>LM JV A: It is an option but it is not compulsory, as there is no provision for charging points on Trust sites.</p> <p>E. <u>Audit and Risk (PM)</u></p> <ul style="list-style-type: none"> • 23/24 audit arrangements were agreed • The Committee was updated on the Health and Safety Action Plan • The Committee considered the scope of the catering audit to provide assurance around the Thinking Food provision. • The Committee agreed the focus of the internal audit to include financial controls, ICFP, and GDPR. • The Committee considered the most recent risk registers. • Areas of concern, risk, or opportunity included: decision to end the payroll system project [REDACTED]; level of vacancies across the Trust; budgetary constraints for the year ahead; and cost of living challenges. 		
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		<p>Gov Q: Will cyber security be covered by the internal audit? CS A: this is covered in far more detail by the Operations Committee, including looking at the IT strategy, cybersecurity, CSS etc.</p> <p>F. <u>Governance and Compliance (GN)</u></p> <ul style="list-style-type: none"> • TPA – Safeguarding concerns with regards to student behaviour • Goodwin – some staff have yet to complete reading KCSIE. • Bay Education Trust – 6 staff yet to confirm their right to work. • The current workload of the Governance and Compliance Team means there is the potential that the new governance structure may be delayed. • Refer a friend scheme for governor roles. • Safer Recruitment audit at Plympton Academy has failed twice in a row. Lee Lucas is working with the school. • Proposals on the scheme of delegation for the new governance structure are ready and need approval from the Board. No questions were raised about the scheme of delegation. No objections were raised. <p><i>The Scheme of Delegation for the new governance structure was approved.</i></p> <p>G. <u>Pupil Voice Committee</u></p> <ul style="list-style-type: none"> • Continued to discuss 4 main areas; BYBS, Earth Alliance, Charities, and Food Service. Two new areas were also included; Reading for Pleasure and Antibullying. • Fantastic quality and quantity of ideas coming from our students. <p>H. <u>Culture and Development Committee</u> – this has been postponed.</p>		
7.	ROIs from RGBs	It was noted that the ROIs have been covered during the course of this meeting and no further discussion took place.		
8.	Resource Management Self-Assessment Tool Checklist	LM explained that this is a return that needs to be completed every year. It has been submitted. LM drew the Board’s attention to the statement about the financial future of the Trust. No questions were raised. The submission was approved by the Board.		
9.	Communication from the Board to the Trust Community	The Board discussed the items which will be highlighted to RGBs and AABs. LM confirmed that the current financial position of the Trust should be communicated to Heads, who are in the process of budget setting, and to the Chairs so there is awareness of the difficulties that schools are facing.		

		<p>The Executive Team will be supporting Headteachers during the budget setting process. LM suggested sharing his briefing note with Chairs of Governors.</p> <p>SG added that it is necessary for the AABs and RGBs to understand the position and therefore be able to support their schools to be able to make decisions which may be difficult, but ultimately necessary and correct for their individual schools.</p> <p>It was agreed that the briefing note from LM will be shared with governing boards. <i>Action KD to arrange.</i></p>	KD	Add to AAB/RGB agendas
10.	AOB & Correspondence to the Chair	GN has received two complaints which have been shared with the Headteachers of the relevant schools.		
11.	Items for next agenda	<ul style="list-style-type: none"> Budget 		
12.	Date of next meeting	<p>Wednesday 1st May</p> <p>The meeting closed at 18:57pm</p>		

	Agenda Item	Action	By Whom	By When
1.	5	Action SG to include the number of staff vacancies in the CEO report.	SG	17.07.24
2.	5	KD to share example questions/information with AAB/RGB governors to support the scrutiny of suspensions/exclusions and attendance in upcoming meetings.	KD	13.05.24
3	6	Budget to be added to the agenda for the Strategy Day	KD	01.05.24
4	9	It was agreed that the briefing note from LM will be shared with governing boards. <i>KD to arrange.</i>	KD	Add to AAB/RGB agendas