



FULL BOARD OF TRUSTEES MEETING
Monday 2nd March 2020 at 5pm
Paignton Academy - Borough Road Boardroom
MINUTES

Agenda Item	Action	Documents	Personnel																								
1. Apologies			Clerk																								
2. Declarations of Interest	-		All																								
3. Minutes Last Meeting – 27 th January 2020	For approval	Attached	Chair																								
4. Matters Arising																											
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5. Partnership Progress: BET/SDC - Careers Update - Request for Trustee with responsibility for Careers			Tim Willcocks / Laura Hay / Stephen Kings																								
6. Parental Engagement Figures			Mark Smith																								
7. Skills Audit ** <i>Google Link will follow</i>		Attached	Stephen Kings																								
8. IDSR and ASP Training for Governors and SLT of Primary and Secondary Schools 28th April 2020		Attached	Stephen Kings																								
9. Literacy Report – Tracey Litt Maths Report – Anne Hines		Attached	Stephen Kings																								
10. SEND* - Update SEND Action Plan			Stephen Kings																								
11. HR* - Executive Pay Policy Wording - Termly Sickness Report - Exit Interviews		Attached Attached Attached	Paul Garside																								
12. Budget Setting 20/21			Lisa Finn																								
13. Finance - Benchmarking Data - FNTI*			Lisa Finn																								
14. CEO Report		To follow	Stephen Kings																								
15. Safeguarding* - Kelly Smaller – Honorary Trustee			Caroline Knight / Stephen Kings																								
16. Contracts* - ICT Procurement			Lisa Finn																								
17. Astro Turf*			Lisa Finn																								
18. Risk Register* Operations Report		Attached	Andrew Medhurst																								
19. Policy: RSHE Policy – Primaries		Attached	Jess Humphrey																								



Present			Apologies			In Attendance		
Mr G Jones	GJ	Chair	Ms C Hawkins	CH	Member	Mrs J Humphrey	JH	Executive Headteacher
Mr S Kings	SK	CEO	Dr J Ravenscroft	JR	Member	Mr M Smith	MAS	HoS Paignton Academy
Mrs W Burridge	WB	Trustee	Mrs C Knight	CK	Trustee	Mrs L Hay	LH	Careers Lead PA
Rev Preb. R Carlton	RC	Vice-Chair				Mrs C Giles-Medhurst	CM	Clerk
Mrs D Hands	DH	Trustee						
Mr M Harbour	MH	Trustee						
Ms A Hines	AH	Trustee						
Mr M Freeman	MF	Trustee						
Mr A Medhurst	ASM	Trustee						
Mr A Simmonds	AS	Trustee						
Ms K Turpin	KT	Trustee						
Ms L Finn	LF	CFO						
Mr P Garside	PG	BET HR Manager						

Actions	Date completed	Responsibility
CM to liaise with JH and MF to book a meeting with the SENCOs at the primary academies.	03/03/20	CM
Any trustee interested in becoming the Careers Link to contact CM.	03/03/20	CM
CM to send out Skills Audit; members/trustees to complete by next Board meeting, Mon 27 th April 20.	03/03/20	CM
CM to arrange for MF to meet with primary academy SENCOs	10/03/20	CM

1. Apologies

Apologies received from CH, JH and CK. Introductions were made around the Board, welcoming Andrew Simmonds, new Trustee.

2. Declarations of Interest

None declared.

3. Minutes Last Meeting – 27th January 2020

The minutes of the last meeting were approved and signed as accurate.

4. Matters Arising

ASM confirmed his item, item 4, had now been completed.

MF noted, relating to his item, again item 4, that he had met with Brian Chapman, Head of Learning Support at PA. He has verbally fed back to MAS and SK his thoughts on the meeting, and would look to arrange a meeting with the SENCOs at the primary academies. JH and MF to liaise through CM. DH and WB advised they had a meeting scheduled with BC coming up and asked if it should be cancelled; MAS and SK confirmed that there was no further need to meet with BC at this time. DH will contact BC directly.

Action: CM to liaise with JH and MF to book a meeting with the SENCOs at the primary academies.

5. Partnership Progress: BET/SDC

- Careers Update

- Request for Trustee with responsibility for Careers

Laura Hay, Careers Lead at PA, was invited to give an update on Careers at PA. LH gave a short summary of the paper sent out prior to the meeting, covering specifically the following four key points;



- i. **Gatsby:** the DfE have targeted all secondary academies/schools to meet the eight Gatsby benchmarks by September 2020; this is a recommendation not a legal requirement. Progress in meeting these is tracked by a system called Compass Plus, provided by the Careers and Enterprise Company (CEC), which is government funded. This system also allows for monitoring of progress against local and national education providers. PA is a member of the Local Careers Hub, which forms part of the CEC. This Hub links schools/colleges with careers opportunities, provides a Business Mentor (Dan Newman, Senior TDA Development Officer) to develop stronger links between education and employment and also to review strategy. LH received funding of £1k to support Gatsby, which paid for IT resources.
- ii. **Investors in Careers Award (IIC):** Ofsted recommend that provision is externally audited; IIC provides a method of achieving this audit. There is a fee of £700 for IIC, however LH received funding from Next Steps South West (NSSW) for this year. There will, however, be a cost in three years' time. LH is collating evidence to support resubmission for IIC, which will include an interview with key staff and a pupil panel; this should be completed by April 2020.
- iii. **Student Experience:** LH is passionate that students are the key focus of the department. LH met with Mac Davison, PA's School Improvement Partner (SIP), who advised that student feedback will form part of the review for Careers provision; LF referenced page 8 of paper, noting student preferences and impact of activities. Incidentally, the most favoured experience was the SDC visit/work experience. LH advised there is an increase in the number of students applying for SDC, noting too the increased interest in A-level provision and courses available at Exeter College.
- iv. **Challenges and opportunities:** LH noted a pressure in achieving the Gatsby benchmarks was the new split site set up; focus has been on KS4 activities which need to be split over two days and need additional time to secure employers. LH also noted that staffing could be an issue; there is a need for succession planning and looking creatively at this, potentially with a dual role within the library/guidance officer.

A big challenge is the budget; NSSW funding ceases in July 2020. LH currently has had a budget top up from NSSW of approximately £1k every half term, and when these top ups stop, trips may be affected. There is also a cost for work experience high risk checks; £45 per high risk check or alternatively, SDC offers a checking service for all placements at a cost of £1k.

LH advised there are opportunities available; there is progressing work with SDC and the primary academies to embed the 2-22 vision; there is increased alumni support moving forward. LH also felt that there is potential for a creative approach to careers within the curriculum.

LH also requested there is a need for a trustee to become the Careers link, as necessitated by Ofsted. She asked that anyone interested contact CM.

SK noted that a meeting would be set up to further discuss the partnership with SDC, to draw up a common position. MH confirmed this, with a particular focus around transition. GJ asked if the students were enthusiastic about careers guidance appointments; LH advised initially it could be a struggle to get them interested, however once they have attended their first careers appointment, they see the use and utilise opportunities available. She also noted she had an open-door policy, allowing for students to drop in during break/lunch times for general discussions, though this is difficult with the new split site.

SK asked what LH had in mind moving forward with Year 11s being on both sites. LH advised she anticipates working three days on one site and two days on the other, though she will need administrative support and that consideration will need to be given to the Gatsby requirement of guidance advice provided by a L6



qualified Practitioner. She noted an administrative issue with data sharing between SDC and PA; MH agreed this would be reviewed moving forward.

MF asked what percentage of Year 11s take up the work experience offered. LH advised that just over 60% go out to a work placement and those that do not have employment engagement in the academy, take part in resilience workshops and attend guidance interviews. MF asked if she were happy with a 60% take up; LH felt that she would prefer to have students go on a work placement that they wanted to attend and would therefore benefit from, rather than send students on placements they would not enjoy.

ASM asked if students who had part time jobs could utilise that employment as work experience; LH advised that Ofsted would not accept part time jobs as they have not been facilitated through the academy. Students are also not allowed to be paid for work completed during work experience. She noted that there were, incidentally, a number of apprenticeships that came about from work experience. ASM asked if employers insurance was reviewed as a standard when facilitating work placements; LH confirmed this was done.

MF asked if staff were given enough training to ensure they advised students accurately about careers or further education. LH advised in terms of training, she completes training with all staff every three years; every NQT is provided with a session on the Academy's careers provision and how it is monitored by Ofsted during their NQT training programme. She also runs an annual refresher with the PSHE staff. Any further training, which she would happily provide, would be attended voluntarily by staff. She noted she was due to complete all staff training in the next year.

SK and GJ thanked LH for her time. LH left at 17.31.

Action: Any trustee interested in becoming the Careers Link to contact CM.

6. Parental Engagement Figures

MAS updated the Board that at the recent Members meeting, he had been asked to report back to the Board information regarding parental engagement. He noted the Members were pleased with initiatives in place to further engage parents, but they wanted information regarding the impact of these initiatives. As a result, MAS met with the Pastoral Teams and Office Manager and designed a survey for parents regarding impact and use of Academy platforms. Heads of House will also produce case studies for individual students that, through parental engagement/staff intervention, have proven a success story.

He noted he had been disappointed with Year 7 parental engagement at the Year 7 Parents' Evening, with only 50% attendance. JH advised they had discussed the possibility of the Heads of the primary academies attending Year 7 Induction Meetings to help encourage uptake. AH asked if perhaps parents who are bringing their second/third child to the academy might be, by nature of having already attended various parents' evenings, less engaged. KT noted, as a parent, this is understandable. ASM asked if MAS found the parents who did engage were the ones that perhaps did not need to be seen; MAS confirmed this was common, but parents that staff wanted to engage with were called up and invited in separately.

MF asked if there was a PTA; MAS advised this had disbanded. MF asked if there were many parent helpers at events. JH advised that parent helpers all needed DBS checks etc which wasn't feasible. She noted parental engagement was easier in primary academies, in that staff can approach parents at the gates or they host events where students are performing, so parents come to watch their children. The nature of a secondary academy made this more difficult. Following these initiatives, MAS advised he would return to the Board meeting in June/July with a view to report their impact.



7. Skills Audit ** Google Link will follow

SK advised that the RSC asked if there was evidence that the Board has a diverse skill set; an annual Skills Audit is ideal to evidence this. CM would send out this year's Skills Audit following this meeting. LF noted that Bishop Fleming also asked to have sight of a skills audit when they completed the Trust accounts audit.

Action: CM to send out Skills Audit; members/trustees to complete by next Board meeting, Mon 27th April 20.

8. IDSR and ASP Training for Governors and SLT of Primary and Secondary Schools | 28th April 2020

SK advised there was training available; members/trustees interested to contact CM who would book accordingly.

9. Literacy Report – Tracey Litt | Maths Report – Anne Hines

SK advised AH and TL monitor Numeracy and Literacy respectively. MAS noted, with regards to Literacy, he has called an emergency meeting because he and TL do not feel it has strategic direction and it is, therefore, not improving as swiftly as he feels necessary. He also added he met with Rachael Williams recently regarding a secondary literacy programme, to which PA has now signed up for. He will report back at the next Board meeting how this has impacted.

AH advised, regarding her Numeracy report, the Passport Maths has been remarkably successful. Having only run for six weeks, 60 out of the 62 students have made some type of progress, and the two that have not are being addressed. The leads on the project are also very enthusiastic, which she hopes will have continued when she next meets with them. She advised that the leads have welcomed any trustee to observe the sessions.

10. SEND*

a. Update SEND Action Plan

SK advised that SEND was a Trust-wide issue, as there are large numbers of SEND students. The RSC commented on primary disadvantaged students progress and non-disadvantaged students progress being in line, which was a positive, but this was not the case at the secondary academy.

MF advised he had a positive meeting with Brian Chapman, Head of Learning Support, in January. BC had produced a paper which looked at two to three significant shifts in emphasis in SEND/Learning Support, which MF would need to sit and review with MAS and primary colleagues. Once this meeting takes place, he would be happy to report back to the Board.

MF was interested in evidence and impact of their work, which was lacking. JH asked if MF would be happy to meet with the SENCOs at the primaries and review their evidence. MF agreed; CM to arrange a meeting.

SK noted that SEN funding had been dramatically cut back prior to involvement from this current Board; LF advised that everything has been funded as required. MF noted BC was happy with the funding, but there were areas he was keen to develop further.

Action: CM to arrange for MF to meet with primary academy SENCOs.

11. HR*

a. Executive Pay Policy Wording

PG noted that the current Trust Pay Policy does not have any relevant wording regarding executive pay. He asked that the provided wording be approved to add to the policy, with a view to potentially creating a separate policy should the need arise. The Board approved the wording.

Board approved.



b. Termly Sickness Report

PG ran through the data provided, noting that the information was from the autumn term and was as accurate as information provided to Personnel. He was encouraged by the figures for short term sickness, noting the long-term sickness days skewed the averages. He noted he and members of relevant academy SLT met with those staff on long term absence, those who triggered and those who were regularly absent and set relevant warnings in place.

ASM queried the total related sick days, specifically figure for PA teaching staff. PG noted an error, advising he would amend. GJ noted a disparity between KAA total days and CSA total days. JH advised this was being managed, but regarding KAA, this was likely due to an approaching inspection which results in high stress levels.

c. Exit Interviews

PG advised at the last Members meeting, staff exit interviews were not conducted as a matter of course. He noted an existing exit questionnaire that had been created in 2016 which he would look to review and implement immediately, following approval by the Board. ASM noted part of the document suggested that there would be a departmental interview; he felt this was unnecessary. PG agreed and will remove from the final document.

JH asked if it were worth creating the form as a Google Doc, thus allowing staff to send it directly back to HR electronically. She felt it might also give a further sense of confidentiality to the document. PG took this on board. ASM advised, separately, that if the first three questions were removed, the rest of the form would make for a comprehensive staff satisfaction survey.

PG noted, while not on the agenda, as part of policy maintenance the BET Grievance Policy needed a minor amendment. The policy currently advises that the PA to the CEO should receive all grievances in the first instance; PG would like to amend the policy so grievances are received by the respective Head of School in the first instance. The Board agreed the changes.

12. Budget Setting 20/21

LF advised she has received the allocations for the next academic year and they are in early stages of setting budgets. The first indications suggest that PA will have a significant in year underspend of circa £150/200k. Key areas of concern are for CSA and KAA where funding does not cover the increased costs, despite cash increase at KAA. LF and JH are working at the moment on CSA breaking even; KAA is more challenging because of pupil numbers, which as a result could mean a deficit of £25/30k.

LF advised, with this in mind, she wanted to discuss GAG pooling which, in essence, would involve the funding of Trust academies to be managed centrally by the Trust Head Office which would then allocate funds to the academies accordingly. This would need to be governed by a clear Trust policy and procedural document. This initiated a significant discussion regarding the pros and cons of GAG pooling; a clear issue for the academies would be the lack of autonomy in controlling their own funding. LF, however, was keen to draw up a policy for approval by the Board and move forward in small steps. She advised she would build the budgets for each academy collaboratively, based on need, allowing for an appeal process to ensure it was as fair as possible.

ASM agreed the danger of moving to complete GAG pooling, but noted the clear benefit of pooling surplus and deficits is that it would give the Trust the ability to address financial need accordingly. He noted that if one academy is in surplus where another is in deficit, the Trust could target the issue accurately and improve the financial situation.



MAS noted that he would not object to GAG pooling, but he wanted to make clear that PA needed investment; the academy has made significant cuts in the past few years and any further could be detrimental to the education of the students. Staff CPD has suffered and that is key to improving results. GJ confirmed that the educational needs of the students were at the forefront of Trust decisions.

LF asked if the Board were happy to approve her developing a Trust policy to bring for review and approval at the next Board meeting; the Board agreed.

13. Finance

a. Benchmarking Data

LF noted she had received a benchmarking report from Bishop Fleming, the Trust auditors, which was based on information from academies who use CREST. Looking through the report, she felt that there was a sizeable sample of MATs providing data, though not all MATs in England, noting that nothing in particular gave her cause for concern, but rather reassured her that BET was broadly in line/average.

ASM noted the management, administrative and governance costs per pupil figure for BET was higher than average; SK advised he had discussed this with the auditors, who advised it was dependent on which senior managers were included in this figure. LF advised she had put all of the BET SLT in, inclusive of Heads of School and Executive Headteachers.

MH advised he felt that this was useful; ASM agreed but he felt it would be further so if it included the number of schools within the MATs and their locations, so the Trust could benchmark themselves against a similar Trust.

b. FNTI*

LF advised she had yet to receive the report back from the SRMA; this was critical to the status of the FNTI. She had completed further work, as requested by the SRMA, who will ring her shortly to discuss it further.

14. CEO Report

SK ran through his CEO report and advised that he, with Caroline Knight, Trustee, and RC, had met with Nancy Meehan, the new Director of Children's Services. A meeting has been set up at South Devon College for BET and SDC staff on Thursday 19th March 20 from 3.30pm – 5.30pm to discuss the future plans at Children's Services and offer a Q&A session. All trustees are invited to attend.

SK advised the CIF bid roof betterment application for KAA was unsuccessful, however the Trust is appealing this. The SIP, Karen Gannon, recently went to Great Park and has reported back to the Local Authority. This report will contain recommendations for the Board; then the LA will pass it on to the Board.

DH asked what the Trust position regarding academy closure was, with reference to the current coronavirus scare. MAS advised that PA had been advised not to close unless directed to do so by Public Health England.

SK moved on to the PA restructure, asking MAS to explain further. MAS advised that, last year, the academy reduced the SLT from eight to five, which has resulted in too much pressure on the existing SLT. He approached SK and ran through a number of SLT structures to bring to the Board. The proposed model, model three, opens up a Deputy position which is key for succession planning. He also noted that he had underestimated the role of Designated Safeguarding Lead; this responsibility needs more time due to the volume of safeguarding referrals the academy has year on year.



SK noted the model offered a flexibility for succession planning. Financially, MAS advised he had costed this model at circa £20k with on-costs for the first year, which would decrease until no cost at year five. LF noted that given promising pupil numbers, the costing was reasonable. MH felt the model was a good proposal. GJ asked if the Board were happy to approve the model; the Board agreed.

15. Safeguarding*

a. Kelly Smaller – Honorary Trustee

SK advised Kelly Smaller had been approached and agreed to become an honorary trustee with responsibility for primary academy safeguarding monitoring.

16. Contracts*

a. ICT Procurement

LF advised the Trust was now much clearer on need, having engaged an IT consultant to assist with procurement. Cost has still yet to be confirmed, but the Trust is much nearer a service specification that will go out to suppliers to put in tenders. She noted she is also keeping the previous and existing supplier in the loop. She is optimistic that while this has been a slow process, the right specification will go out and work for the Trust.

17. Astro Turf*

SK was pleased to announce that the Astro Turf passed the FA inspection and while the Trust does not need to rush to replace the turf this summer there is a view to replace it, if possible, next summer.

18. Risk Register* | Operations Report

ASM advised that if there were any comments/additions to be made to the register to please come back to him via email.

19. Policy: RSHE Policy – Primaries

JH advised the policy was bespoke to both primaries. RC advised he had a few comments and would like to review it in further detail. JH advised the policy was a statutory requirement, but was happy to review for the following academic year and set up a meeting to do so.

ASM noted one issue; there was reference to an LGB which no longer exists; this should be amended to Trust Board.

Meeting finished at 19.05.