

**Minutes of a meeting of the Directors of the TBAP Trust
Company Number 8425513 (the “Company”) held at
The Bridge AP Academy
on Tuesday 24th March 2015**

PRESENT: Mr Paul Dix (Chair); Mr Seamus Oates (Executive Headteacher); Cllr Elizabeth Campbell; Ms Alexia Fetherstonhaugh; Mr Steve Isaac; Ms Anu Jain; Mr Philip Rham; Ms Kellie Thomas; Mr Andrew Yates.

In attendance: Mr Nathan Crawley-Lyons, Head of Business Development and Operations
Ms Sarah Hardy, Head of Teaching School Alliance (*for item 2*)
Miss Carol Stock, clerk

1. ATTENDANCE AND INTRODUCTIONS

- 1.1 Apologies for absence were received from Ms Marie Thomas and Miss Nia Saunders. Mr Charlie Taylor was absent. Permission for all absences was granted.
- 1.2 Directors discussed attendance and agreed to follow up with persistent absentees.
- 1.3 Directors welcomed Ms Sarah Hardy, Dr Sue Coleby and Mr Andrew Yates. All present introduced themselves.
- 1.4 It was confirmed that due notice of the meeting had been given and that a quorum was present.

2. TEACHING SCHOOL ALLIANCE UPDATE

- 2.1 The Teaching School Alliance (TSA) report had been circulated with the agenda. Ms Sarah Hardy took Directors through a PowerPoint presentation as follows:
- 2.2 Ms Hardy explained that she had previously been the Head of Learning at Beachcroft AP and now used her experience of the school improvement journey to drive forward the TSA.
- 2.3 The TBAP TSA aim was to offer outstanding and specialist practitioners in all areas (ICT, HR etc as well as teaching) and phases of alternative provision with a clear route from NQT to headship.
- 2.4 Currently there were eleven specialist teachers of education with plans to extend this in other areas with Mr Seamus Oates a national leader of education; the aim was for alternative provision to become a career profession.
- 2.5 Action points included:
 - Leadership Development, Talent Management and Succession Planning - developing capacity at all levels including shadow structures
 - Initial Teacher Training – with 19 students due in September over the 4 sites
 - CPD and Training
 - School to school support
 - Specialist Leaders of Education
 - Research and Development.
- 2.6 Current initiatives included an outstanding bid to the British Council (£35k) for nine staff members to visit centres in Europe and a School Centred IT Training programme (SCITT) which involved moving to a model where TBAP would have its own Director of Education.
- 2.7 The TSA would ideally :
 - Lead on its own NQT assessment groups
 - Set up a post NQT teaching network
 - Apply to NPQSL (national professional qualification for senior leadership) as a licence holder
 - Develop research work.
- 2.8 Directors asked if the recent BBC program had impacted on interest and heard that there had been a sharp increase in interest with many young adults taking advantage of the offer to spend a day at a school in order to consider future career choices. It was felt that the impact here could be longer term.

- 2.9 Directors queried plans to appoint 19 training teachers in September and the capacity to do so. Ms Hardy explained that last year there had been 4 trainee teachers but with 4 sites available and training in place for existing staff to facilitate mentoring etc, the capacity was there.
- 2.10 Ms Hardy had indicated that there were currently 11 specialist teachers and Directors asked if there was a target. Ms Hardy explained that the aim was to have 20 Specialist Leaders in place by the end of the year. Areas would be identified as needed such as business professional support. With many other APs being very small, it was felt that there were opportunities for third sector/third party provider services.
- 2.11 Directors thanked Ms Hardy for her presentation and report.

Ms Sarah Hardy left the meeting

3. GOVERNANCE

- 3.1 **Membership**
- 3.2 Directors were asked to pass any amendments to the circulated membership list to the clerk.
- 3.3 Governors noted that Dr Sue Coleby had been co-opted at the previous meeting in her absence and welcomed her expertise in Capital Build Management.
- 3.4 Governors heard that Mr Andrew Yates had extensive Finance expertise and experience and was being put forward as a Member Appointed Director. Mr Yates had attended the Finance committee meeting as an observer.
- 3.5 Directors **agreed to appoint** Mr Andrew Yates as a Member Appointed Director for a period of four years.
- 3.6 Directors **agreed to appoint** Mr Yates to the Finance committee.
- 3.7 Directors noted that Dr Sue Coleby had been appointed to the Audit committee in her absence at the previous meeting and agreed to now formally appoint her.
- 3.8 Mr Paul Dix agreed to draft an induction document **(Action: PD)**
- 3.9 Directors heard that Mrs Bernie Peploe had resigned as a Director effective 31st March 2015. Mrs Peploe was retiring as Executive Principal at Fulham College Academy Trust.
- 3.10 Directors agreed that Mrs Peploe would be invited to the next event at TBAP and formally thanked for her years of service to The Bridge and then the Trust.
- 3.11 **Declaration of Interest**
- 3.12 Each Director present declared as to the nature and extent of his interest in the business to be transacted at the meeting in accordance with the requirements of section 177 of the Companies Act 2006 and the Company's articles of association or confirmed s/he had no such interest which s/he was required to disclose by filling in or amending the Register of Business and Pecuniary Interests form provided and circulated.
- 3.13 **Director Visits and Reports**
- 3.14 Mr Paul Dix had visited the following APs: Octagon, The Bridge, Beachcroft and The Courtyard.
- 3.15 Ms Alexia Fetherstonhaugh had made a Safeguarding visit to the Octagon. *(report sent separately)*
- 3.16 Cllr Elizabeth Campbell had visited Beachcroft, Latimer and the Courtyard.
- 3.17 Ms Anu Jain had visited and taught Japanese calligraphy at the Courtyard.
- 3.18 Directors had received a copy of the draft TBAP Board Member Visit proforma and were asked for their comments on holding the schools to account and evidencing their visits within the context of being a critical friend and introducing the forms to record their visits.
- 3.19 Directors discussed the possibility of alienating staff by formally reporting discussions to the Executive Board (EB).
- 3.20 Directors agreed the form was sufficient to trial the proforma until the next EB meeting. **(Action: Agenda)**
- 3.21 Directors noted that this meeting had been preceded with an opportunity for all new staff to meet with Directors.

Director Training

- 3.22 Mr Philip Rham was due to attend Strategic Financial Management on 25th March.
- 3.23 Mr Nathan Crawley-Lyons agreed to send passwords for The Key to all Directors **(Action: NCL)**
- 3.24 Directors discussed ways in which to support Directors through training and heard that the skills audit would identify gaps in knowledge after which training would be sourced.
- 3.25 It was agreed that Mr Crawley-Lyons would look at sourcing a self-review session from the NGA **(Action :NCL)**

4. MINUTES OF THE MEETING HELD ON 9th DECEMBER 2014

- 4.1 The minutes of the Executive Board meeting held on 9th December 2014 were **agreed** to be an accurate record; two copies were signed by the Chair.

5. MATTERS ARISING FROM THE MINUTES

- 5.1 *Item 2.19 Source Finance training for Governors* **(Status: Ongoing, Action: NCL)**
- 5.2 *Item 7.3 Review presentation of achievement data* The Executive Headteacher reported that this had been reviewed with the resultant template now provided to all Heads of School for their reports. Plans included standardising all LAB reports and minutes. **(Status: Completed)**
- 5.3 *IGCSE follow up for Beachcroft* The Executive Headteacher reported that he had followed up with Beachcroft and was completely satisfied with the reasons given. **(Status: Completed)**
- 5.4 *Sponsor second school* This was included in the Executive Headteacher's report **(Status: Completed)**

6. EXECUTIVE HEADTEACHER'S REPORT

- 6.1 The Executive Headteacher's report had been circulated with the agenda. Mr Seamus Oates took Directors through the report highlighting the following:
- 6.2 TBAP Hub Project Dr Sue Coleby had attended the last project board meeting and fed back the following:
- Plans were to begin the build at the end of the summer term in 2016
 - The build would lead to a continuation of provision for KS3 and KS4 as well as expanding provision for teacher training, TBAP administration and the proposed 16+ Free school
 - The pre-qualifying questionnaire and the clarification stages were underway to be followed by the invitation to tender, the intention being to appoint a design and build team by the end of July
 - The LA was closely involved in supporting a positive outcome
- 6.3 Directors queried the logistics involved in decanting the entire school to another site during the build and heard that a clear plan would be presented at the next EB meeting in July. There were a number of options available with the aim of minimising disruption. Plans would begin to be implemented in a staged process at the beginning of September 2015.
- 6.4 Directors heard that the local community would be fully engaged with the consultation process built into the invitation to tender.
- 6.5 Directors discussed how best to monitor progress and agreed that Dr Coleby would continue to attend project meetings and report back to Directors.
- 6.6 Free School Directors heard the Free School Bid had been approved. The Executive Headteacher thanked Cllr Elizabeth Campbell for attending. Feedback from the Regional Schools Commissioner who had visited today was that the bid was considered to be exciting and innovative. Discussions with the Tri Borough were underway with a view to securing the remaining £0.5million in funding necessary. Directors thanked Mr Nathan Crawley-Lyons for his work on the bid.
- 6.7 Sponsoring Directors noted that a submission had been made to sponsor a PRU in Cambridge. The outcome of the Southwark bid was still outstanding. Directors heard that advisers at Haringey council had visited the Octagon and fed back that the AP was transformed.
- 6.8 BBC TV Documentary Directors heard that the programme had received a great deal of positive feedback and the Open University would now be using parts of the unseen footage. The

Executive Headteacher reported that the programme had positive implications for the entire sector. Directors asked that the EH preview any Open University footage.

- 6.9 Directors confirmed that students and staff had been supported during and after the programme's release and there were no concerns.
- 6.10 Pupil Premium The Bridge would be in the final for the PP awards this year. The results were due tomorrow.
- 6.11 Directors noted the Challenge Partners' Review outcomes. Beachcroft had been rated as Good (reviewed March 2015). The Courtyard was due to be inspected by Ofsted tomorrow. Directors agreed that provision at the Courtyard was outstanding and agreed that Mr Paul Dix and Cllr Elizabeth Campbell would meet with inspectors on Thursday.
- 6.12 Directors offered congratulations on the promised Westminster Provision which would reduce pressure on the other APs. The Executive Headteacher thanked Ian Heggs for facilitating higher needs funding for the facility.
- 6.13 Directors noted the data in Appendix A and heard there were no major changes. The CSS data had now been included in the report offering all schools support with the aim that the CSS would become self-funding.

6. LOCAL ADVISORY BOARD (LAB) REPORTS

- 7.1 Directors noted that all Local Advisory Body minutes and reports were available on the TBAP website. The focus this term had been Quality of Teaching.
- 7.2 **The Bridge AP Academy**
- 7.3 The Head of School report had been circulated with the agenda.
- 7.4 Directors agreed that the reading ages as evidenced by the report were amazing and discussed the reasons for differing results across the Trust. The Executive Headteacher explained that certain aspects were consistent across the Trust e.g. behaviour management and Leadership. However The Bridge was currently using (and trialling) the Wave model of Intervention. Now that its successes had been confirmed, this would be rolled out to the other APs.
- 7.5 This collaborative approach was typical of all APs across the Trust with models and programmes at different stages across all APs.
- 7.6 Directors agreed the introduction of personal quotes was useful and engaging.
- 7.7 There was discussion around how best for the Head of School reports to reflect areas for improvement and challenges etc. It was agreed that future reports would link to the specific targets from the local development plan.
- 7.8 **The Courtyard AP Academy**
- 7.9 The Head of School report had been sent with the agenda.
- 7.10 **Octagon AP Academy**
- 7.11 The Head of School report had been circulated with the agenda.
- 7.12 Directors agreed that much had been achieved and the AP was "well on the way" although this was no reason to be complacent.
- 7.13 **Latimer AP Academy**
- 7.14 The Head of School report and the LAB minutes of the meeting held on 9th December 2014 had been sent with the agenda.
- 7.15 Directors queried the teacher observation data and asked that more lessons be included in observations so as to present a more comprehensive picture but noted that progress was also measured over time.
- 7.16 The Executive Headteacher thanked Cllr Elizabeth Campbell for her efforts in helping to secure MOPAC funding (Crime prevention Funding) for the APs, however Latimer had unfortunately been unsuccessful as it did not have a dedicated police officer assigned
- 7.17 **Beachcroft AP Academy**
- 7.18 The Head of School report and the LAB minutes of the meeting held on 6th January 2015 had been sent with the agenda.

7.19 Directors queried the quality of teaching and heard that a number of teachers had since left.

7.20 Directors thanked the Executive Headteacher for his report.

Mr Paul Dix left the meeting. Cllr Elizabeth Campbell took the Chair

8. REPORTS FROM COMMITTEES

8.1 **Finance, Premises and HR committee** The draft minutes of the meeting held on 10th March had been circulated this afternoon. Directors asked that they receive all future information in sufficient time.

8.2 Mr Nathan Crawley-Lyons reported that the projected carry forward was £240.6k which was 3.3% of the total Trust income, the aim being 5-10%.

8.3 The committee had scrutinised the budget monitoring report and noted that some inconsistencies had in fact been due to coding errors which had now been rectified.

8.4 There had been a number of additional, unanticipated (at the time of budget preparation) income streams:

- Additional SEN funding
- Funding in anticipation of the Free school bid
- Residency proposal funding
- Octagon Finance

8.5 The committee had been taken through the business hub restructure and heard that there had not been a successful finance manager appointment; alternative arrangements were in place until a successful appointment could be made.

8.6 Directors asked if a 3-5 year plan was in place and heard that forecasting for 5 years was in place using a model.

8.7 Directors queried staffing costs as a proportion of the total budget and heard that a recent benchmarking exercise had noted the following:

- total staffing costs – 84% of budget
- teaching staff at The Bridge – 48%
- teaching staff at other APs – 43%

8.8 Directors heard that while high, these were in line with other alternative provision institutions. In terms of sustainability, efficiencies had been introduced which would address the costs as the Trust grew. Directors heard that the optimal MAT size in terms of utilising efficiencies was 8-11 institutions per Trust. Once 11 was exceeded, then further organisation was required.

8.9 The Executive Headteacher explained that the recent 20:20 vision day was the precursor to creating a 5 year strategic plan. Mr Nathan Crawley-Lyons reported that all responses from the 20:20 Vision day had now been analysed and a proposal sent to SLT last week. An away day for SLT on 27th April would look at further developing the Trust's vision which would then be presented to Directors for comment at the July EB meeting (**Action: Agenda**)

8.10 **Audit committee** The Audit committee had not met.

9. POLICY APPROVAL

9.1 **Executive Board Visit Form**

9.2 See item 3.2

9.3 **Leadership Development and Succession Planning**

9.4 The Leadership Development and Succession Planning policy statement had been sent with the agenda.

9.5 Directors agreed that the Finance, Premises and HR committee would take this at its next meeting and bring its recommendations to the next EB meeting (**Action: Agenda**)

10. DATES OF FORTHCOMING MEETINGS

The next meeting of the Executive Board was noted as **Tuesday 14th July 2015 at 5pm.**

11. AOB

11.1 Mr Philip Rham drew Directors' attention to a recent broadcast of interest by Prof Sarah-Jayne Blakemore on the teenage brain.

11.2 Mr Seamus Oates agreed to see if Prof Blakemore could attend the September conference.

Summary of Meeting Actions

Item 3.8	Induction Document for Directors	PD
Item 3.20	TBAP Board Member Visit proforma	Agenda
Item 3.23	Passwords for The Key	NCL
Item 3.25	Self-review session (NGA)	NCL
Item 5.1	Source Finance training for Governors	NCL
Item 8.9	20:20 Vision/5 year strategy	Agenda
Item 9.5	Leadership Development and Succession Planning	Finance committee

The meeting ended at 19.00

Signed.....
Chair of Directors

Date.....2015