

**Minutes of a meeting of the Directors of the TBAP Trust  
Company Number 8425513 (the "Company") held at  
The Bridge AP Academy  
on Tuesday 9<sup>th</sup> December 2014**

**PRESENT:** Cllr Elizabeth Campbell (Acting Chair); Mr Seamus Oates (Executive Headteacher); Mr Steve Isaac; Ms Anu Jain; Mr Philip Rham (Acting Chair for part of meeting); Miss Nia Saunders; Ms Kellie Thomas; Ms Marie Thomas.

**In attendance:** Mr Nathan Crawley-Lyons, Head of Business Development and Operations  
Ms Angela Tempany, Head of Octagon AP  
Miss Carol Stock, clerk

**1. ATTENDANCE AND INTRODUCTIONS**

- 1.1 The clerk relayed apologies for lateness and absence due to a local major traffic incident.
- 1.2 Apologies for absence were received from Mr Paul Dix, Ms Alexia Fetherstonhaugh, Mrs Bernie Peploe and Mr Charlie Taylor; permission for absence was granted.
- 1.3 In the absence of Mr Paul Dix and Cllr Elizabeth Campbell it was agreed that Mr Philip Rham would act as Chair.
- 1.4 Directors welcomed Ms Angela Tempany to the meeting.
- 1.5 It was confirmed that due notice of the meeting had been given and that a quorum was present.

**2. GOVERNANCE**

**2.1 Membership**

- 2.2 Directors were asked to pass any amendments to the circulated membership list to the clerk.

*The following item was discussed after Mr Oates arrived at the meeting*

- 2.3 Directors heard that that Mr Seamus Oates had met with a potential new Director, Ms Sue Coleby who had expressed interest in being co-opted to the Executive Board. Ms Coleby had been unable to attend the meeting at short notice; Mr Oates reported that Ms Coleby offered expertise in capital project management.

- 2.4 Directors unanimously **agreed** to appoint Ms Sue Coleby as a co-opted Director pursuant to Article 58 subject to her agreement and a meeting with Paul Dix before Christmas. Directors agreed that Ms Coleby would join the joint project team.

- 2.5 Mr Oates reported that he was due to meet with another potential Director who had expertise in Finance and would take this forward.

- 2.6 Mr Crawley-Lyons tabled the skills audit analysis reporting that 7 out of 11 Directors had responded. Directors noted the areas where declared skills were lacking: Finance, IT, Research.

**2.7 Declarations of Interest**

- 2.8 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.

## 2.9 Director Accountability

*Mr Seamus Oates arrived*

- 2.10 Directors heard that Mr Oates was working with the TBAP website designer; the website was now compliant. Directors noted that the TBAP website was fully usable via tablets with agenda papers for this and future meetings.
- 2.11 The NGA Code of Conduct for governors/Directors had been circulated with the agenda. Directors **agreed** to adopt the Code of Conduct and agreed the model would be adapted for TBAP.
- 2.12 **Director Visits and Reports**
- 2.13 Mr Philip Rham had visited Beachcroft AP and was due to visit Latimer and Octagon APs with a view to reviewing Pupil Premium delivery.
- 2.14 A number of Directors had attended the Vision Day on 1<sup>st</sup> December; Mr Philip Rham, Ms Marie Thomas, Mr Paul Dix, Cllr Elizabeth Campbell, Ms Alexia Fetherstonhaugh Ms Kellie Thomas, Ms Sue Coleby.
- 2.15 Ms Marie Thomas was due to visit The Bridge AP on 17<sup>th</sup> December.
- 2.16 Directors noted that Cllr Elizabeth Campbell had visited the Octagon on 11<sup>th</sup> November.
- 2.17 Mr Philip Rham encouraged each Academy to apply for the Education Endowment Fund (EEF) explaining that the submission by The Bridge was now used as a proforma for excellent bids.
- 2.18 *See AOB for agenda item 2.4.1*

## Director Training

- 2.19 In response to the skills audit, it was agreed that Mr Crawley-Lyons would source Finance and H&S training for all Directors (**Action: NCL**); with the ideal time being Monday and Tuesday mornings.

*Directors agreed to take item 9.3 at this point*

## 3. OCTAGON AP ACADEMY HEAD OF SCHOOL REPORT/PRESENTATION

- 3.1 The Octagon Challenge Partners' Review, Head of School report had been circulated with the agenda.

*Cllr Elizabeth Campbell arrived*

- 3.2 Ms Angela Tempany (who had been appointed as HoS on 17<sup>th</sup> June) took Directors through a PowerPoint presentation highlighting the following:
- 3.3 Inheritance The school had been placed in special measures in July 2013 due to a number of significant issues including:
- Unsatisfactory achievement
  - Learners offered only 2 GCSEs
  - Attendance at 58%
  - Behaviour a cause for concern.
- 3.4 Update The Challenge partners' review now assessed the school with:
- Good judgement for SIP
  - Clear evidence of improvement
  - 60% + of teachers rated as Good or better
  - Attendance improved by 20%.
- 3.5 Directors heard that there was a mix of new and established staff at the Octagon, supported by TBAP staff across the Trust.
- 3.6 Directors were pleased to note the significant improvement in attendance and queried the reasons. Ms Tempany explained that the curriculum was used to encourage and engage students. The curriculum had been reviewed with students now receiving an improved offer, however the Octagon still maintained its delivery of horticulture, childcare and mechanics.
- 3.7 Directors discussed the language offer and heard that many learners had not previously had an opportunity to study a language with all students now offered a language ranging from French and Spanish to Chinese. Ms Tempany explained that learning Chinese could engage low

achievers with the emphasis on character representations and the link to Art. Directors heard that current plans included offering Thai.

- 3.8 Directors heard that external agencies were used to deliver enrichment and PHSE with a focus on planning for students' futures via a therapeutic programme and multi-agency support as part of a full holistic package.
- 3.9 As at October half term 80% of students were predicted to gain 5 GCSEs, attendance was 78% with a target of 85%-90%. The aim was for 100% of students to leave with an accredited qualification. 88% of Year 10 and 100% of Year 9 students were on or above expected in terms of their targets.
- 3.10 Ms Tempany explained that there was no previous tracking data available so it was not possible to measure progress. Directors confirmed that students were currently tracked against their original baseline plus 2 levels of progress per year. Directors heard that all students were now making progress with the second data drop due.
- 3.11 Directors queried interventions and heard that student progress was defined Red/Amber/Green (RAG) with the Director of Learning then taking forward Red and Amber ratings.
- 3.12 Priorities for this Year these included:
- Improving teaching leaders and achievement
  - Develop the learning support professional team
  - Improve communication with families
  - Development of the learner voice
  - Recruit high quality staff
- 3.13 Training Staff had received high levels of CPD (Continuous Professional Development) and training with feedback positive.
- 3.14 Directors queried family work and heard that structured conversations had begun with outreach workers taking this forward. Learning guides/ Form tutors were the first point of contact but parent visits to the Octagon were encouraged. Ms Tempany gave an example of successful family engagement: a new learner (refuser) now attended classes because their mother was present in the school.
- 3.15 Learner Voice The student council was fully engaged and a positive aspect for learners.
- 3.16 High quality staff Staff had been recruited to fill the middle leadership gap, reducing the pressure on senior leaders.
- 3.17 Staff Contracts The contract conversions had gone smoothly
- 3.18 Mr Philip Rham thanked Ms Tempany for her report and reported that he was due to visit the Octagon AP on Tuesday.
- 3.19 Cllr Elizabeth Campbell reported that she had visited and reported that progress was evident with the improvement in attendance demonstrably excellent and fully endorsed the decision to sponsor the Octagon.
- 3.20 Ms Tempany explained that the successes at the Octagon had been facilitated by TBAP with training and support proving aspirational; there were also many opportunities for curriculum crossover.
- 3.21 Mr Seamus Oates explained that learners from Octagon had also visited The Bridge with learners from the Octagon, The Bridge and Beachcroft APs attending a conference as a TBAP group. Directors heard that progress against Ofsted priorities was being monitored and reported significant progress.
- 3.22 Staff from the Octagon had been nominated for achievement awards by Haringey council.

*Mr Steve Isaac arrived*

- 3.23 Mr Oates reported that the challenge partners had highlighted the fact that the leadership team know the Academy very well and noted the significant improvements over the last six months; this was a testament to the hard work of the leadership team.
- 3.24 Directors queried perceptions of the local community and heard that successes were shared with the local media with Haringey council also supporting the Octagon e.g. by retweeting school messages.

3.25 Directors discussed reintegration and heard that 25 students had re-entered mainstream schools with local schools being generally very supportive in Haringey.

3.26 The Chair thanked Ms Tempany for her presentation.

*Ms Angela Tempany left the meeting*

*Cllr Elizabeth Campbell took the Chair*

#### **4. MINUTES OF THE MEETING HELD ON 7<sup>th</sup> OCTOBER 2014**

4.1 The minutes of the Executive Board meeting held on 7<sup>th</sup> October 2014 were **agreed** to be an accurate record; two copies were signed by the Chair.

4.2 The minutes of the Extraordinary meeting of the Executive Board meeting held on 1<sup>st</sup> December were **agreed** to be an accurate record; two copies were signed by the Chair.

#### **5. MATTERS ARISING FROM THE MINUTES**

5.1 There were no other matters arising not already covered in the agenda.

#### **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 Plans for the new build were underway. The joint project team had now met twice to discuss and negotiate the procurement of an architect.

6.3 The Free school bid had been submitted; the outcome (due in January) was important for the building project funding. Mr Philip Rham reported the application was comprehensive.

6.4 Directors heard the TBAP Residential proposal/bid had been submitted and thanked Mr Nathan Crawley-Lyons and Ms Jo Sennitt for their help in preparing the submission. Mr Crawley-Lyons explained that there had been several options as to how the bid was placed within the context of the special schools regulatory framework.

6.5 The Bridge AP had taken second place in the Pupil Premium competition winning £50k; two of the other finalists had been H&F schools. Mr Oates thanked Mr Andre Bailey, Mr Adrian Harmer and Ms Dawn McLean for their work on the bid.

6.6 Directors noted the outcomes for the challenge partners' review and heard that teaching across the Trust was good or better with any identified issues being very quickly addressed.

6.7 Beachcroft AP Academy had been awarded the Inclusion Quality Mark (IQM)

6.8 The Teaching School Alliance was progressing well with 25 further SLEs being designated tomorrow. Trainee teacher recruitment was currently underway. Mr Oates was due to present at the London AP Conference tomorrow and would hopefully use this as an opportunity to sign more schools to the alliance.

6.9 The Chair of the Youth Justice Board, Lord McNally had invited 3 learners to tour the House of Lords on 2<sup>nd</sup> December; students had received lunch and toured the House of Commons and the House of Lords and then been given the opportunity to interview Lord McNally. Mr Oates reported that their behaviour had been impeccable.

6.10 The Trust was also supporting other APs, among them, EPIC, which had been part of the RBKC youth service, now a social enterprise for 14/16 year olds. The Trust had become involved in the headteacher's performance management and had invited EPIC to join the teaching school alliance.

6.11 *Please see Confidential minutes*

#### **6.12 TBAP Residence Proposal**

6.13 The TBAP Residence Proposal had been circulated with the agenda.

6.14 Directors heard the aim of setting up a residential unit was to provide for those learners who had nowhere to go (thereby pre-empting foster care) and to focus and capitalise on all the positive things TBAP had to offer. Directors heard the initial pilot would cater for 12 placements with a maximum of 295 days per year.

- 6.15 Mr Seamus Oates explained that this would not be generic provision, and would be modelled on the needs of the learner – by agreement – and in conjunction with TBAP and the commissioners. If the bid was successful, further investigation in terms of feasible locations would be undertaken.
- 6.16 Directors heard that DfE response at this stage was favourable; the proposal sought funds for setup and running costs until 30<sup>th</sup> April 2016 with council funding for the period April 2016-31<sup>st</sup> July 2017.

*Mr Philip Rham left the meeting*

- 6.17 Directors discussed how the facility would operate and heard that staff would be able to deliver therapies as needed with no differentiation between provision at TBAP Academies and the residence. Directors agreed the proposal was innovative and addressed needs that were not currently met in a cohesive way particularly filling a gap that was not offered by fostering (lack of expertise).
- 6.18 Mr Oates reported that he hoped to look back at records for the previous 5 years and identify all the students who he felt would have been able to take advantage of a residential offer with a view to calculating the overall cost saving provided by a residential service.
- 6.19 Cllr Elizabeth Campbell agreed to discuss the proposal with Andrew Christie as part of a process to garner support from other services and to make the case that a TBAP residence service could be instrumental in breaking negative family cycles by joining up services.

## **7. LOCAL ADVISORY BOARD (LAB) REPORTS**

### **7.1 The Bridge AP Academy**

- 7.2 The LAB minutes of the meeting held on 24<sup>th</sup> November had been sent with the agenda.
- 7.3 Directors queried achievement reports in terms of subject by subject analysis and heard this had been reviewed at the Vision day. Mr Oates agreed to review presentation of data so as to target other stakeholders. **(Action: SO)**

### **7.4 The Courtyard AP Academy**

- 7.5 The Head of School report had been sent with the agenda.
- 7.6 Directors heard that the Academy had prepared a submission for the Pupil Premium competition but had been deemed to be too small an institution. Mr Seamus Oates had raised this with the judges.

### **7.7 Octagon AP Academy**

- 7.8 The Head of School report and the draft minutes of the meeting held on 22<sup>nd</sup> September had been sent with the agenda. The presentation by Ms Angela Tempany had been taken earlier under item 3.
- 7.9 Directors heard that the Octagon appeared to be progressing well. Mr Oates and Mr Steve Isaacs (who was currently working there) reported that staff were wholeheartedly adopting TBAP systems.

### **7.10 Latimer AP Academy**

- 7.11 The Head of School report had been sent with the agenda.

### **7.12 Beachcroft AP Academy**

- 7.13 The Head of School report and the LAB minutes of the meeting held on 24<sup>th</sup> November had been sent with the agenda.
- 7.14 Mr Seamus Oates agreed to follow up on why students had not been entered for the IGCE. **(Action: SO)**
- 7.15 Directors noted that a new Head of School had been appointed on 13<sup>th</sup> October; Cllr Elizabeth Campbell agreed to visit before the next meeting.

## **8. 2014-15 ACCOUNTS**

Directors noted this item had been superseded by the extraordinary meeting on 1<sup>st</sup> December which had been called to approve the accounts.

## 9. TERMS AND CONDITIONS HARMONISATION UPDATE

- 9.1 Mr Nathan Crawley-Lyons reported that all contract had now been sent to staff; there had been some queries but no refusals to date.
- 9.2 All staff contracts would now be subject to the same terms and conditions meaning: equal pay, bonuses and benefits. This would also be structurally easier to manage.
- 9.3 Directors thanked Mr Crawley-Lyons.

## 10. REPORTS FROM COMMITTEES

- 10.1 **Finance, Premises and HR committee** The draft minutes of the meeting held on 25<sup>th</sup> November had been sent separately.
- 10.2 Directors heard that most of the outstanding VAT had now been recovered.
- 10.3 The Finance committee would be receiving cash flow reports at each meeting and monitoring closely particularly in relation to Local Authority payments.
- 10.4 The reorganisation of admin staff into a support hub was now underway and was expected to take some pressure off the Heads of Schools. The consultation had ended at the end of November and job descriptions had been issued yesterday with the aim of having key structures in place by the end of February and a review in the summer term.
- 10.5 Ms Marie Thomas suggested the Trust consider sponsoring a local unit specialising in students with high medical needs; Mr Oates agreed to look at further.
- 10.6 **Audit committee** Mr Crawley-Lyons reported that the chair of the committee, Ms Alexia Fetherstonhaugh had met with Mr Crawley-Lyons earlier today but the committee as such was not quorate as there were not enough members.
- 10.7 Directors **agreed** that Ms Kellie Thomas and Ms Sue Coleby would be appointed to the Audit committee.

## 11. POLICY APPROVAL

- 11.1 **SEN Policy**
- 11.2 The SEN policy had been sent separately; Directors **agreed to approve** the SEN policy.
- 11.3 **Leadership Development and Succession Planning**
- 11.4 The Leadership Development and Succession Planning policy statement had been sent with the agenda.
- 11.5 Directors agreed that the policy would be taken at the next meeting (at the beginning of the agenda).

## 12. DATES OF FORTHCOMING MEETINGS

The next meeting of the Executive Board was noted as **Tuesday 24<sup>th</sup> March 2015 at 5pm.**

## 13. AOB

- 13.1 **Filming**
- 13.2 Mr Seamus Oates reported that the 3 hour long documentaries filmed at The Bridge were now completed and due for screening in January.
- 13.3 Mr Oates had viewed the end product and reported that staff and students had been portrayed positively but that learners had demonstrated extreme behaviour with some scenes very intense.
- 13.4 Directors heard that the BBC was working with staff and students offering individual support where needed; pre-screenings had been offered.
- 13.5 Mr Oates reported that he was preparing for the inevitable attention that this would focus on the Trust in a number of ways and had briefed a press office with the aim of managing any press interest closely and carefully.
- 13.6 Mr Oates agreed to let Directors know when the final screening dates were confirmed.

**Summary of Meeting Actions**

Item 2.19	Source Finance training for Governors	NCL
Item 7.3	Review presentation of achievement data	SO
Item 7.14	IGCSE follow up for Beachcroft	SO
Item 10.5	Sponsor second school	SO
Item 11.5	Leadership Development and Succession Planning	Agenda

*The meeting ended at 19.30*

Signed.....  
Chair of Directors

Date.....2015