

**Draft Minutes of a meeting of the Directors of the TBAP
Trust Company Number 8425513 (the “Company”) held at
The Bridge AP Academy
on Tuesday 14th July 2015**

PRESENT: Mr Paul Dix (Chair); Mr Seamus Oates (Executive Headteacher); Dr Sue Coleby;
Ms Alexia Fetherstonhaugh; Ms Anu Jain; Mr Philip Rham; Ms Kellie Thomas; Ms Marie Thomas.

In attendance: Mr Nathan Crawley-Lyons, Head of Business Development and Operations
Ms Ruth Browne, Head of CSS Service (*for item 2*)
Miss Carol Stock, clerk

1. ATTENDANCE AND INTRODUCTIONS

- 1.1 Apologies for absence were received from Cllr Elizabeth Campbell, Mr Andrew Yates, Mr Steve Isaac and Miss Nia Saunders. Permission for all absences was granted.
- 1.2 It was confirmed that due notice of the meeting had been given and that a quorum was present.

2. COMMISSIONING AND SCHOOL SUPPORT SERVICE (Presentation by Ruth Browne)

- 2.1 The Commissioning and School Support (CSS) Service report had been circulated with the agenda. Directors welcomed Ms Ruth Browne to the meeting.
- 2.2 The Executive Headteacher introduced Ms Ruth Browne explaining that CSS was an arm of TBAP providing a range of services across the boroughs; CSS did not have a Local Advisory Board as pupils attending CSS were already attached to an AP.
- 2.3 Primary Outreach Team Ms Browne explained that the primary outreach team aimed to assist schools by building their capacity to deal with challenging behaviour. This involved training mainstream staff, particularly NQTs
- 2.4 As at September, the primary teams from the 4 participating Local Authorities would be amalgamated into the one team.
- 2.5 In general, requests for assistance were increasing e.g.:
 - H&F – 44 requests this year of which 25% were black Caribbean
 - RBK&C – 59 referrals of which 27% were white British with an increase in the number of crisis referrals.
- 2.6 Directors asked how the CSS measured its success and heard that schools were asked for feedback and progress was measured. Ms Browne confirmed that targeted pupils were monitored post referral to see if/how long they remained in mainstream education in order to measure the service’s effectiveness.
- 2.7 Ms Browne explained that while the CSS did not refuse referrals, schools were sometimes asked to prioritise if asking for a number of interventions or referred further to specialist support if appropriate.
- 2.8 Secondary service
- 2.9 **Managed Interventions** (up to 5 weeks) the aim of which was to provide tools to empower and promote reflection. The Childerley worked with schools and had received 44 referrals this year of which 72% were boys.
- 2.10 Directors confirmed that the reasons for a student’s issues were tracked and collated with transition from Year 6 noted as a significant cause of behavioural issues and targeted accordingly.
- 2.11 **Assessment Placement** As at September students were assessed for any specific learning needs, anything tangible that could be reported back to schools with any findings and recommendations. The CSS then supported the implementation of those recommendations.

- 2.12 Directors asked if there were any examples of repeat interventions and heard that there had been 15 students who had been referred twice. In this case the lead teacher at CSS contacted the school to determine the reason(s) why and then worked with the school to resolve.
- 2.13 Directors queried staffing at the CSS and heard there were currently 30 staff members with recruitment for more underway in order to meet increasing needs.
- 2.14 Ms Browne reported that the focus last year had been on building support networks among students.
- 2.15 Directors were taken through all the centres operated by the CSS noting that Portobello Road Centre provide full time education for vulnerable users; currently there were 16 students on roll. Expansion was currently under consideration with additional therapeutic services provided in response to requests by headteachers.
- 2.16 Directors heard that placement options were considered in conjunction with parents and schools in an effort to best meet a student's needs.
- 2.17 Directors thanked Ms Browne.

Ms Ruth Browne left the meeting

3. GOVERNANCE

Membership

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

Resignations

- 3.2 Directors heard that Ms Anu Jain had resigned her teaching post and as a result would no longer be a Director as at 31st August.
- 3.3 The Executive Headteacher reported that he had spoken to Mr Charlie Taylor who had now resigned as a Director (effective 14th July) but would remain as a Member of the Trust.
- 3.4 The Chair reported that he had been in contact with a previous student who had expressed interest in joining the Executive Board; Directors agreed Ms Sade Banks would be invited to observe the next EB meeting (**Action: Clerk**)

Declaration of Interest

- 3.5 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.

Director Visits and Reports

- 3.6 Director Visits The report of the Safeguarding visit made by Ms Alexia Fetherstonhaugh to Latimer AP on 15th June had been circulated with the agenda. Directors went through the report's recommendations as follows:
 - 3.7 1) The Executive Headteacher reported that TBAP had requested a police on-site officer to be assigned to Latimer AP (in response to a recent incident) and he was currently in discussions with the Borough Commander.
 - 3.8 2) This was in hand
 - 3.9 3) This was in hand
 - 3.10 4) The Executive Headteacher reported that as part of TBAP, Latimer AP had access to all available support in the same way as the other APs; staff were due to attend a staff training day on sexual exploitation on September 5th.
 - 3.11 5) Mr Nathan Crawley-Lyons reported that he was in discussions with 3BM and the LA to review the configuration and facilitate breakout space for the exiting cohort i.e. current and future plans. Admin staff were due to move off the facility on 3rd August and this would free up space in the short term.
 - 3.12 6) This was in hand.
 - 3.13 7) This formed part of the new build strategy.

- 3.14 8) The Executives Headteacher reported that Latimer AP had previously received walkie-talkies but these had not been managed effectively; replacements were due to be purchased. Staff safety was a priority to TBAP but Directors noted existing arrangements would be superseded by the decant.
- 3.15 9) This was in hand.
- 3.16 Directors discussed staff safety and heard that part of staff training consisted of an element of self-defence including de-escalation techniques.
- 3.17 Directors heard that any assaults on staff were taken seriously and moved forward in conjunction with police.
- 3.18 Directors heard that the rebuild at Latimer AP would be developed at the meeting on 3rd August with current plans including the decant to begin in the Summer term 2016.
- 3.19 Ms Alexia Fetherstonhaugh and Ms Nia Saunders had attended a conference on counterterrorism hosted by the LA.
- 3.20 Mr Paul Dix had attended the fundraiser and visited The Bridge twice and also spoke at the TBAP Conference.
- 3.21 Ms Marie Thomas and Ms Alexia Fetherstonhaugh had attended the graduation
- 3.22 Ms Marie Thomas, Mr Paul Dix and Ms Alexia Fetherstonhaugh had attended the Foundation launch.
- 3.23 Dr Sue Colby had attended a meeting of the Capital project.
- 3.24 Visit Proforma (*matter arising item 3.25*) The Executive Headteacher agreed to circulate the updated proforma to all Directors. **(Action: SO)**
- Director Training**
- 3.25 Induction for Directors (*matter arising item 3.8*) The Chair had produced a draft induction (omitted for circulation by the clerkin error).
- 3.26 Directors discussed roles and responsibilities and how best to maximise positive impact while maintaining a strategic view. Directors noted that the LABs currently had scrutiny of curriculum, Behaviour and Teaching and Learning, receiving detailed data/information but with no delegated authority.
- 3.27 Directors agreed to continue the existing programme of visiting schools without narrowing the scope to assigning a Director to a particular AP and to review the existing system including communication at the first EB meeting next year. This would be done in conjunction with an overall review of EB effectiveness with external support.
- 3.28 Mr Nathan Crawley-Lyons agreed to send Directors the yearly calendar in September **so** that Directors had ample times to plan attendance at events and to provide a draft briefing on how to improve communications between TBAP APs and Directors for consideration at the next meeting. **(Action: NCL)**
- 3.29 The Executive Headteacher agreed to clarify/confirm Directors' access to BlueWave Swift and facilitate a Directors-only mailing list so that all Directors were kept up to date with TBAP events and progress. **(Action: SO)**
- 3.30 To consider training needs Directors discussed suitable dates and timings for future training sessions and agreed that Mr Crawley-Lyons would prepare a schedule (to include Saturday mornings) in the Autumn term. **(Action: NCL)**

Ms Alexia Fetherstonhaugh left the meeting

4. MINUTES OF THE MEETING HELD ON 24th MARCH 2015

- 4.1 The minutes of the Executive Board meeting held on 24th March 2015 were **agreed** to be an accurate record; one copy was signed by the Chair.

5. MATTERS ARISING FROM THE MINUTES

There were no matters arising not already covered by 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 progress against TBAP strategic objectives as follows:
- 6.2 TBAP Hub Project Six tenders had now been received, all having made a presentation; the bids were currently being analysed.
- 6.3 The project was currently on pause in response to concerns from the Hammersmith and Fulham Council Leader (raised by the Borough Commander); TBAP had now briefed the Leader and provided a detailed risk assessment and outlined current strategies.
- 6.4 Council Officers were to meet with the Leader for Education on Friday with a further meeting planned to brief the Leader in August. The Executive Headteacher was due to meet with the Leader in September. It was hoped all concerns would then be addressed.
- 6.5 Dr Sue Coleby highlighted the fact that this pause would need to be taken in context of the current plans and where the "points of no return" were. Plans included decanting from the site this time next year with the build scheduled to begin one year after that. Current tenderers would be including existing flexibilities in their design with any pauses impacting on his.
- 6.6 It was agreed that Ms Marie Thomas would contact the Accountability committee on behalf of TBAP. **(Action: MT)**

7. STRATEGIC PLAN

- 7.1 The TBAP Vision PowerPoint presentation had been circulated with the agenda.
- 7.2 Directors were reminded that TBAP vision and strategy for the next 5 years had been developed through a series of workshops and sessions with staff and Directors followed by an open technology day and work by the Leadership Team. This had then been mapped against previous strategy so ensure nothing had been lost in the process.
- 7.3 Three main principles and 52 projects had been identified and mapped accordingly feeding in to the school development plan and then the Blue Wave Swift system.
- 7.4 The three Principles (replacing the five previous principles) were:
- Success for Learners by any means
 - Precise Inclusion
 - Starting at Great
- 7.5 The Executive Headteacher explained that each school (AP) had its own deployment of Blue Wave Swift and the Strategic Plan would sit within this context as an individual school development plan. Each of the 52 activities had individualised success criteria and objectives which mapped to training and performance management. Progress reports would be available yearly.
- 7.6 Directors discussed the due dates and heard that while they were currently set to the end of the 5 year period, this would be reviewed by individual APs once deployed when local activities were added. The current plan was a high level overview designed to provide strategic guidance to the APs.
- 7.7 Directors heard that the 52 projects had been mapped back to the three Principles as part of the vision design.
- 7.8 Directors **agreed** the Strategic 5 Year Plan as outlined noting that the 52 projects (as outlined by staff) would deliver the three Principles.

8. 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 on Teaching and Learning.
- 7.2 **The Bridge AP Academy**
- 7.3 The Head of School report had been circulated with the agenda and was noted by Directors.
- 7.4 **The Courtyard AP Academy**
- 7.5 The Head of School report had been sent with the agenda and was noted by Directors.

- 7.6 **Octagon AP Academy**
- 7.7 The Head of School report had been circulated with the agenda and was noted by Directors.
- 7.8 **Latimer AP Academy**
- 7.9 The Head of School report had been sent with the agenda and was noted by Directors.
- 7.10 **Beachcroft AP Academy**
- 7.11 The Head of School report had been sent with the agenda and was noted by Directors.

9. REPORTS FROM COMMITTEES

- 9.1 **Finance, Premises and HR committee** The draft minutes of the meeting held on 30th June had been sent separately.
- 9.2 **Audit committee** Dr Sue Colby reported that the committee had reviewed risks including staff shortages and software changes
- 9.3 Mr Nathan Crawley-Lyons reported that Audit committee meetings would no longer be held immediately before EB meetings so as to give the committee more time to consider its responsibilities.

10. DATES OF FORTHCOMING MEETINGS

The proposed TBAP Trust meeting cycle had been circulated with the agenda it was agreed to circulate and confirm out of the meeting (training dates to be added). The next meeting of the Executive Board was proposed as **Tuesday 6th October 2015 at 5pm.**

11. AOB

- 11.1 Directors having already noted this was Ms Anu Jain's last meeting, thanked her.
- 11.2 Directors noted this was the clerk's last meeting and thanked her.

The meeting ended at 19.30

Signed.....
Chair of Directors

Date.....2015