

**Draft Minutes of a meeting of the Directors of the TBAP
Trust Company Number 8425513 (the “Company”)
at The BridgeAP Academy
on Tuesday 22nd March 2016**

PRESENT: Mr Paul Dix via Video, Ms Alexia Fetherstonhaugh, Mr Seamus Oates (Executive Headteacher), Ms Nia Saunders, Ms Sue Coleby (Chair), Mr Andrew Yates, Ms Wendy Fagan, Ms Kellie Thomas, Mr Steve Isaac.

In Attendance: Mr Nathan Crawley-Lyons, Head of Business Development and Operations
Ms Gemma Dixon
Ms Angela Tempany
Ms Sarah Cooper, clerk

1. ATTENDANCE

1.1 Welcome and Introductions

Ms Sue Coleby will be chairing the meeting on behalf of Paul Dix.

1.2 To hear any apologies for absence

Mr Phillip Rham and Sue Fenimore sent apologies. Permission for all absences was granted.

2. GOVERNANCE

2.1. Membership of the Executive Board

2.1.1 To note any Changes in Membership

There were no changes in membership.

2.1.2 To consider any Resignations or Appointments

There were no resignations and appointments to consider.

2.2 DECLARATIONS OF INTEREST

There were no declarations of interest related to any items on the agenda.

2.3 DIRECTOR VISITS AND REPORTS

2.3.1 To report back on any visits made by Directors.

Ms Kellie Thomas visited the Residence, she reported that there were a lot of positive things underway, there are currently five learners who are making good progress. There was an interesting conversation on the transition process and the settling in period. Ms Kellie Thomas reported that there were some issues related to the staffing shortages particularly when the learners were disruptive. There were discussions on measuring impact the STAR model was being used which uses qualitative evaluation in conjunction with the story of the learner. The Board discussed recruitment, Mr Seamus Oates reported that this was ongoing. There have been issues with recruiting night staff, however, some of the best TBAP staff are working at the residence, it has been a learning process. The learners are some of the most challenging, four have now presented their journals which tell a strong story. Ms Kellie Thomas reported that she will be joining the next excursion, she asked what level of support the staff were receiving. Mr Seamus Oates reported that the learners will be attending a “Challenge the Troops Course” after their graduation. Staff do not have formal supervisions, but there are informal supervisions with a councillor. We are currently developing a programme of support for the staff.

Mr Paul Dix reported that he had visited The Bridge to meet with the assessors. He also went to Cambridge to meet with OFSTED. Mr Paul Dix also attended the Bridge for the Executive Head Interviews

2.3.2 To make arrangements for forthcoming visits.

This was taken under 2.3.1.

2.4 DIRECTOR TRAINING

2.4.1 To report back on any training attended.

The Board discussed the next training session for Directors, it was agreed that this would be held in the summer term.

Action: PD to discuss dates with NCL

3. MINUTES OF THE MEETING HELD ON 8th DECEMBER 2015

3.1 Agree Minutes

The minutes of the Executive Board meeting held on the 8th December 2015 were agreed as accurate; one copy was signed by the Chair.

3.2 Matters Arising From the Minutes not on the Agenda

The action log was reviewed and updated

3.3 Check Actions have been Completed

The action log has been updated with the completed actions and updates

4. PRESENTATION ON THE FREE SCHOOL (GEMMA DIXON)

International Baccalaureate Presentation

The International Baccalaureate will open a pathway to higher education, the programme is based around a core with five areas of higher level studies. There are 5,000 programmes offered worldwide, they are mainly in the Americas in the Charter Schools. Students have English, Maths, Science, Modern Foreign Language, and Humanities. There are options for Art or an additional Science. The students have a further two years which gives them more time to discover their academic passion. The programme provides a wide range of subjects which set them up for university or graduate level employment. The subjects taught are taught to the same depth as A Levels. All students study the core subjects, the International Baccalaureate students are more likely to attend and complete university degrees. They complete a 4000 word essay on the subject of their choosing, the programme develops critical thinking skills. There is mandatory learning outside of the class room and meaningful community work which must be logged. Students need a CAT score of 98 to begin the International Baccalaureate programme. Research shows that students can complete the programme if they have four GCSEs in vocational subjects. The programme has been considered very carefully, there have been visits to other schools that have the programme. We will be able to offer an extended school day to offer support to students on the programme. We can take 25 young people a year through the programme. The International Baccalaureate also have a Science course which is vocational. Ms Sue Coleby asked what the demand for places was. Ms Gemma Dixon reported that the AP Post 16 route was a new one, there have been 14 applications across the Triborough with a further application from Ealing. Mr Nathan Crawley-Lyons reported that the DfE will hold the funding agreement until we fill 70% of the places, there is a higher attrition rate at Post 16 we need more than 30 referrals. Ms Gemma Dixon reported that she has discussed the programme with the school staff on the development team. Mr Seamus Oates reported that we are the only example of Post 16 AP Provision, this is an innovative programme, we may be used as a case study for the White Paper. Ms Gemma Dixon reported that the team from the International Baccalaureate would like to meet with members of the Board to discuss how they feel about the programme, we are on an accelerated progress route. There will be a visit from a consultant, then a further visit from a team. Ms Gemma Dixon reported that the options for students could be more flexible, however, there are currently staffing and building constraints. The Board AGREED to support the International Baccalaureate Programme and recognises that there will be a requirement for one or two Board Members to meet with the International Baccalaureate team in June.

5. EXECUTIVE HEADTEACHER'S REPORT

The TBAP building project continues to progress. There will be co-location with the 16-19 Free School and the Teaching Alliance. We have been clear with the Architects that the corner of the school will have an impact which will be sympathetic with local housing and the other school buildings. The entrance to the Free School will be located where the current car park entrance is, the student entrance will be in Greswell Street.

Paul Dix left the meeting at 18.15

The Dining Hall will be used by the Free School and the Teaching Alliance. The corridors will be heightened and broadened, we have not lost any outside space we will be using the space from the car park. In addition to the £6 million funding from Hammersmith we will receive £3.3 million for the Free School.

There has been some consultation with the staff, the plan will go to Pre Planning after Easter, the Plans will be submitted in September and go to stakeholder consultation in April. Learners have been engaged in the design process, the current team have been employed on an interim basis.

We have made a significant contribution of the review of the Youth Justice system. Work has begun on developing a vision for the establishment of AP Secure Academies. There are issues around the status of the schools. The Board discussed the requirement for staff with special skills and the issue that this is a departure from what the schools do usually. Mr Seamus Oates reported that this will be a full Board discussion, TBAP could be an alternative to sentencing young people. Nothing like this currently exists, there are groups of young people who are currently getting poor outcomes. Ms Alexia Fetherstonhaugh reported that there needs to be a point where the Board are referenced before there is a commitment made. Mr Nathan Crawley-Lyons reported that the earliest opportunity to make a bid for a Free School would be September 2016.

Action: AGENDA ITEM next meeting.

The Primary provision at Beachcroft is now in operation, there are bespoke classrooms, a play area and a separate entrance.

We have established a Staff Wellbeing working party with representation from across the Trust. The group have met twice and are considering staff well being events.

There has been a meeting with the Chair of the Education Select Committee to discuss ways of reducing criminalisation of Looked After Children. There has also been a Headteachers roundtable meeting at the MoJ which considered the over representation of BME young people in the Youth Justice System.

6. LOCAL ADVISORY BOARDS

The LAB reports were circulated and noted by the Directors.

6.1 The Bridge

The report was circulated.

6.2 The Courtyard

The report was circulated. The Board have discussed the Admission Criteria for the Courtyard, which was highlighted after a Safeguarding visit. We are commissioned by the Local Authority for eight alternative provision places and eight SEN places. Mr Nathan Crawley-Lyons reported that we had held the Local Authority to bridge a gap which was longer than originally anticipated. There is a review of each student at the point of entry, if a student as an EHCP and there is a Panel Meeting, the Panel makes the placement decision. Mr Seamus Oates reported that if we cannot currently meet the needs of the students the over arching position is to change so that we can meet the need. If a student is diagnosed with a specific condition we would support them to find a specialised provision.

6.3 Octagon

The report was circulated.

6.4 Latimer

The report was circulated.

6.5 Beachcroft

The report was circulated.

6.6 Cambridge

There have been increasing concerns regarding pupil behaviour. There has been a parental complaint which triggered an OFSTED inspection which could have progressed to a full Section 5 Inspection. The inspector was very positive after the visit, the recommendations made are being implemented. Angela Tempany is the Executive Headteacher for TBAP East. Jenny Nimmo resigned from her position as Head of School and left at the end of February, there is an acting Head of School who is being supported by Angela Tempany. We are expecting to recruit to the position of Head of School shortly. Behaviour is under control and there has already been an impact on attendance from 55 learners to 82 learners who are engaged.

6.7 Trinity

We are progressing with the sponsorship of the Trinity Special School in Cambridge. The school will move from the current three sites to two refurbished sites. The Board asked if the refurbishment costs will have an effect on the TBAP resources. Mr Nathan Crawley-Lyons reported that Cambridge Council will be funding the £4.4 million costs, we have been involved in the internal design process. Ms Angela Tempany reported that a curriculum meeting had been held where there was a discussion regarding the sharing of resources. Therapists will be recruited over the next two terms.

7. REPORTS FROM COMMITTEES

7.1 Finance, Premises and HR Committees

- We are projecting a larger surplus than we initially reported.
- We discussed a new Finance Package and agreed to go ahead with PS Financial on the recommendation of Mr Nathan Crawley Lyons and his team. There will be several dummy runs before the switch over in September.

7.2 Audit Committee

- We continue to work through and review the SPCD document which links to the areas of risk. This is updated at every meeting.

8. FEEDBACK FROM STAFF SURVEYS

The Board discussed the findings in the staff surveys. There was a 42% drop in how the teachers felt about learners behaviour. The teachers requested more mentoring which is being actioned. Mr Seamus Oates reported that the questions were written for main stream schools. Mentoring is available across the organisation. Mr Steve Isaac reported that we should be looking at the interventions that had results and revisit those. Ms Alexia Fetherstonhaugh felt that staff should be given alternative mechanisms to air their views. Mr Seamus Oates reported that the staff had several mechanisms in which to air views. Mr Nathan Crawley Lyons reported that the Well Being Committee needed to be given the opportunity to become embedded and move forward. The group meet once a term, each school has a well being co-ordinator. Reports from the meetings are sent to the Senior Leadership Team.

Mr Steve Isaac felt that the growth of the trust may be an issue for staff. Well being events should be replicated across all of the sites, staff should be acknowledged for they work they are doing. Work loads are changing, the model is changing quickly. Mr Nathan Crawley Lyons reported that staff had a well being day in October, which was organised centrally.

Action: Report back from Well Being Group to the Board. AGENDA ITEM NEXT MEETING.

Ms Kellie Thomas asked when learners were surveyed. Mr Seamus Oates reported that learners are surveyed when they join and once a year thereafter. The June Board meeting will have a behaviour and safety focus.

Action: Feedback from Pupil Survey. AGENDA ITEM NEXT MEETING.

8.1 Courtyard

The feedback was circulated.

8.2 Latimer

As a result of bullying there has been a dip in achievement at Latimer. There has been a lot of work around bullying, there has some staff training on recognising the early signs of bullying, there is a situation currently with a particular group which is being resolved. We are using the DPU for off site interventions

8.3 Octagon

The feedback was circulated.

8.4 CSS

The feedback was circulated.

8.5 Bridge

There are a number of supply staff at the Bridge, the Board asked if there was a recruitment strategy in place to resolve the situation. Mr Seamus Oates reported that there has been a lot of staff movement. There have always been supply staff, there is proactive recruitment and some of the posts

have now been appointed. Some supply staff are covering for Schools Direct trainees. We have over recruited to create capacity at leadership levels. There have been issues at middle leadership levels which is being addressed. We do share teachers across the schools. Ms Kellie Thomas asked if learners' reactions to the staff changes were being considered. Mr Seamus Oates reported that the learners enjoyed having positive staff that delivered good lessons, very few staff have left TBAP they have moved on to new roles. Ms Kellie Thomas asked how we were ensuring that the quality of teaching remained good. Mr Seamus Oates reported that the learning walks and book scrutinies were continuing and coaching was provided for teachers that required support.

8.6 Cambridge

The feedback was circulated.

8.7 Beachcroft

The feedback was circulated.

9. POLICIES

We have discussed the approach to reviewing policies and the associated dates. It was AGREED that Mr Nathan Crawley Lyons would flag the dates when the policies would be sent to Board Members.

10. IMPROVED BOARD LEVEL COMMUNICATION

Mr Seamus Oates reported that this had been discussed with the Chair. Ms Jo Sennet is developing a communication strategy. Board Members discussed fulfilling their role as a critical friend and ensuring that issues could be considered on a timely basis. The Board did not want to intervene with any decisions but there were some points decisions were made and the Board informed at a later date. Mr Seamus Oates reported that he communicated directly with the Chair. It was AGREED that a fortnightly bulletin would be circulated to the Board and any press related issues would be communicated in real time.

Action: Communication bulletin to be circulated to the Board on a fortnightly basis.

11. DATES OF FORTHCOMING MEETINGS

Executive Board Meeting Dates.
21st June 2016

12. ANY OTHER URGENT BUSINESS

There was no other urgent business

CONFIDENTIAL ITEMS

13. REPORT BY THE EXECUTIVE HEADTEACHER

- Andre Bailey has resigned from the Bridge, his last day will be at the end of the summer term. He will leave after the Easter holidays and go on gardening leave. Seamus Oates will act as the Head of School and assess the current team. Andre Bailey will return for the end of Year 11 Leavers Event in the summer term.

ACTION	ASSIGNED TO	PROGRESS COMPLETED /
1.1 Invite Sade Banks to attend the next meeting as an observer / director	Seamus Oates	COMPLETED
1.2 Gift for Elizabeth Campbell	Seamus Oates	COMPLETED
4.1 Membership list of Executive Board to be updated	Sarah Cooper	COMPLETED

4.2 Declarations of Interest forms to be circulated and completed by the Board	Nathan Crawley-Lyons and Board Members	COMPLETED
4.3.2 Induction visit for Sue Coleby and Andrew Yates. A date for an induction visit will be arranged for all Directors. It was AGREED that a Friday in January would be the most suitable day.	Nathan Crawley-Lyons	
4.4.1 A draft programme would be circulated for the Board training day	Nathan Crawley-Lyons	COMPLETED
3.24 Director visits pro forma – Staff handbook to be circulated	Nathan Crawley-Lyons	
3.30 Schedule of training dates sessions to be prepared in the Summer term	Nathan Crawley-Lyons	
7 Committee terms of reference and scheme of delegation. Check that updates have been completed after the Audit Committee meeting	Nathan Crawley-Lyons	COMPLETED
8.3 Year 11 Destinations – Report and Agenda item for the next board meeting. Summer Meeting.	Maisie Coombes	
10 Building reserves – to be included in Performance Management targets	Seamus Oates	COMPLETED
11.2 Copyright / License issue to be discussed with MacFarlanes. There is a meeting arranged after Christmas.	Seamus Oates	
11.2 TBAP Financial Handbook to be updated	Nathan Crawley-Lyons	COMPLETED
12.1 Review of policies – next cycle. Board to receive revisions as and when they occur – major changes to be discussed in Committee meeting. NCL to chase.	Nathan Crawley-Lyons	COMPLETED
12.1 All board members to review policies and respond with any issues by 30 th October 2015	All	30 th October 2015 CLOSED
14. The vacant staff position will be discussed with the two staff who expressed an interest in joining the board	Seamus Oates	COMPLETED
2.3 AF circulate the Direct Visit report and recommendations for consideration.	Alexia Fetherstonhaugh	COMPLETED
2.3 Admission Criteria for Courtyard and related issues. Agenda Item for the next meeting.	Clerk to include on agenda for the next Board Meeting	COMPLETED
	Nathan Crawley-Lyons	COMPLETED

2.3 There will be a review of the ICT equipment at Courtyard.		
2.3 Raise the issue of visits to primary schools by the Neighbourhood Police Officer. SF has discussed this with the Community Safety Officer, it has been agreed that the visits will be set up.	Sue Fenimore	COMPLETED
5.3 A letter of thanks to the teachers at Octogan from the Board	Paul Dix	COMPLETED
5.4 Director visits to Latimer to be arranged	Nathan Crawley-Lyons	COMPLETED
5.5 Agenda Item next meeting – Staff Survey	Clerk	COMPLETED
5.5 Presentation on the Free School at the next Board Meeting		COMPLETED
7.2 Check the eligibility of staff governors to join the Audit Committee. Staff members can attend the committee meeting but cannot be members.	Nathan Crawley-Lyons	COMPLETED
11 Review of the Complaints Policy. The issue with the policy was the timings for the Board to meet for a Stage 3 Compliant. The timings cannot be changed.	Agenda Item Board Meeting	COMPLETED
4 Potential Bid for Free School – AP Secure Academies	Agenda Item Board Meeting	
8 Report back from Well Being Group to the Board	Agenda Item Board Meeting	
8 Feedback from Pupil Survey	Agenda Item Board Meeting	
10 Communication bulletin to be circulated to the Board on a fortnightly basis.	Seamus Oates	

Signed..... Date2015

Chair of Committee