



Governing Board - Minutes

Meeting Date: 1 February 2018
Meeting Venue: TG9, Temple Grove, Gildredge House
Meeting Time: 5:15pm

Governors: Julian Mace (JM), Chair
Louise Baxter (LB), Vice Chair (*joined meeting at 6.45pm*)
Alison Allart (AA)
Selene Edwards (SE)
Gabrielle Mace (GM)
Rachel Moreton (RM)
Sara McKenna (SMc)
Joel Newman (JN)
Fiona Wright (FW)

Ex officio: Stuart Reeves, Head Teacher (SRv)

Also in attendance: Paul Barber (DHT) *Deputy HT – Teaching & Learning*
Catherine Geldard (AHT-HLS) *Assistant HT - Head of Lower School*
Danny Simmonds (AHT-B&A) *Assistant HT - Behaviour & Attendance*
James Towner (AHT-A&C) *Assistant HT – Assessment & Curriculum*
Janice Logan (DFA) *Director of Finance & Administration*

Clerk to Governors: Steve Quayle (SQ)

Apologies: Paul Amos
Martyn Ashley Taylor
Steven Blower
Trevor Scott
Matt West

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Item	Discussion	Action	Date
1.	<p>Welcome and apologies for absence</p> <ul style="list-style-type: none"> Apologies received and accepted by the Chair. Chair advised that LB will join the meeting late due to other work commitments. 		
2.	<p>Declarations of Interests</p> <ul style="list-style-type: none"> No declarations of interest were made. 		
3.	<p>Minutes of the Governing Board Meeting – 7 December 2017</p> <ul style="list-style-type: none"> DFA requested the dates of the monthly management account, (Item 12, bullet point 2), be amended to clarify the financial year in question – ‘2017/2018’. Also, (Item 12, bullet point 2), the expression ‘GNPR’ to be amended ‘GDPR’. Chair signed the minutes with these amendments as an accurate record of the FGB Meeting held on 7 December 2017. <p>Minutes of the EGM – 13 December 2017</p> <ul style="list-style-type: none"> DFA requested the dates of the draft annual accounts, (Item 3, bullet point 1), be amended to clarify the financial year in question – ‘2016/2017’. Chair signed the minutes with this amendment as an accurate record of the EGM Meeting held on 13 December 2017. <p>Pink Paper of the EGM – 13 December 2017</p> <ul style="list-style-type: none"> Chair signed the Pink Paper as an accurate record of the EGM Meeting held on 13 December 2017. <p>A ‘Pink Paper’ refers to items which relate to:</p> <p>i) a named person who works, or who it is proposed should work, at the school; or ii) to a pupil at, or candidate for admission to, the school; or iii) to any other matter that, by reason of its nature, the Governing Board is satisfied should remain confidential.</p> <p><i>The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013; Regulation 15(3): www.legislation.gov.uk/ukxi/2013/1624/regulation/15/made</i></p>		
4.	<p>Action Summary Report</p> <p>Chair talked Governors through the ASR report and noted that the work done by the Clerk has reduced this to 1.5 pages, which is very welcome. The following comments were made:</p> <ul style="list-style-type: none"> SRv has today agreed with Lee Evans Architects that they will produce some drawings for the project on Master’s House to a level that can be used as promotional material, and the Quantity Surveyor will cost the work for free. Uniform Committee – Date for meeting will be arranged tomorrow at Governor’s Away Day. GM and JJe now have some answers from the uniform suppliers and GM has circulated this information to the Uniform Committee. Contingency plan and disaster recovery plan – SRv to update these plans. Governors mentioned the temperature problems during the mock exams – SRv advised we dealt with it as quickly as possible and it was only like that for a short period of time. Chair explained new ASR process – Clerk to update after FGB, send to Chair. Chair to edit and send to Head. Head to update and send back to Clerk for next FGB agenda. 		

<p>9.</p>	<p>Data</p> <p>Early Years</p> <ul style="list-style-type: none"> • AHT-HLS talked Governors through the data from Reception to Year 4. She identified there are some concerns about the progress in writing and she and another teacher will soon be visiting another school who excel in this area to look at how we can learn from their example. AHT-HLS said the Government has changed the expectations for the end of Year 2 in writing. Chair asked if Governors had any questions. Governors commented that the numbers of children being entered onto the data sheets is really helpful and better than just percentages. • AHT-HLS advised she is currently looking at the progress of SEN students on the lower scale, but reminded Governors that we also need to make sure we stretch the more able students too. • Governors asked about how the 'Treehouse' project is working, and AHT-HLS said parents are coming in to see this in action tomorrow. The baseline for these students was taken in September and has just been re-assessed in January and ALL students have made progress through Treehouse. The next cohort of students for Treehouse are being identified. AHT-HLS advised they make it very practical leading to greater confidence. • Governors asked how learning Assistants will be used next year, SRv advised he plans to spread out the existing support through the lower school. Governors expressed concern that this will have an impact as there is a large cohort of SEN students in Year 4, and it was agreed that this will need to be discussed at the SPG meeting because the SENCO officers may struggle with an additional year group to cover. • Chair asked if there any other areas than writing which are a concern, AHT-HLS said there is a group of 4 or 5 students who are working below expectations in reading comprehension, intervention underway and awaiting evidence of impact. • SLT concluded that the early years data figures are very strong and there is nothing in the data to suggest we don't continue to be 'Outstanding' in Reception. Chair congratulated AHT-HLS on very good figures. <p>Year 11</p> <ul style="list-style-type: none"> • AHT-A&C talked Governors through Year 11 mock data. He advised that in summary, across the board, attainment is lower than expected, which is concerning, however he went on to explain that typically students should make one extra grade of progress between their mocks and the summer exams and advised the reasons for this are multi-faceted: <ul style="list-style-type: none"> ○ 1) The mock exams now have the full breadth of the curriculum, some of which had not been covered at time of mocks ○ 2) Mocks are traditionally marked more strictly than the real thing as some staff prefer to present a worst-case scenario and use it as a tool to incentivise hard work for the rest of the year. ○ 3) The attitude of students towards mocks. ○ 4) Revision is not always completed in an environment which is productive. ○ 5) Certain subjects, for example PE, as an iGCSE, are not included in the attainment scores, and there are a significant number of students at GH where this would have made a difference to them. • AHT-A&C went on to explain that the most important thing is to identify how we make progress, and explained a number of actions that are now taking place. One of these is a conversation with students about their thoughts on the process and a number of them have admitted they didn't do what they needed to do in terms of revision, and they now know what they need to do in future. Additionally, new interventions are taking place during Prep and Twilight sessions. Students with a negative score in Progress 8 have been flagged, the SLT have identified these students who are supported fortnightly by their mentor. Work packs for holiday revision are being devised and the school will be laying on extra revision sessions during school holiday 		
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	<p>periods, but need to be careful students don't think attending this revision session is all they need to do to prepare. The intention is to lay these sessions on during the 2nd week of the Easter break and the May half term break. Additionally to this, the SLT are offering opportunities to do another set of mock exams in class, but they will not be collapsing the curriculum to accommodate this. AHT-A&C advised that gaps are being identified and he is devising a gap analysis. He explained that one set of data capture occurred this week to analyse the immediate impact following the mocks to review what needs to be put in place.</p> <ul style="list-style-type: none"> • Chair asked if any specific departments are more of a concern than others, and AHT-A&C advised that in Geography, for example, there are substantial insecurities in the grade boundaries, where the Government has stated 95% is required for a Grade 9, but this is unlikely to be the reality as all results will be normalised across the country before being fixed. The SLT are working with individual staff for support. Governors asked about revision and said they see a lot of Year 11s with anxiety about revision and asked if there is any emotional wellbeing support. SLT advised they have met recently to discuss this issue and it is vital to make them feel comfortable going into, and preparing for, their exams. The SLT also intend to speak at assemblies to give awareness of this and provide support to students. SRv said there is a real balance to be struck here so they don't put too much pressure on students. Governors suggested a course on how to revise and exam stress. Governors asked about what Year 11s know about how much homework they should be doing every day, and AHT-A&C said the revision packs being created will help to guide them on this. AHT-A&C said there are generally two types of underachievers – the under-workers and those who don't understand the syllabus, and staff have been asked to work hard to identify which are which. Governors added it might be related to what type of learners they are, ie. visual, listening, etc. AHT-B&A said this is all covered by the revision work they are doing. Governors asked about the mentors and if students have been identified and who is going to have one, SLT replied that staff are currently being allocated with first meetings to take place before half term. Governors asked about the library being used for study from 3pm. SLT are looking at the appropriateness of various uses of the library to see if it suits everyone's needs. Chair asked if all mocks were set by the examining board, or if some were set locally. SLT replied that the Maths and English mocks used the two previous papers, but all other subjects were just specimen papers because it's the first year of these new GCSEs. SLT explained that very few were teacher-set and for those that were the results don't show significant differences. AHT-A&C said he will have the Year 13 data in time for the 22 March FGB. • Chair advised that the school's Sixth Form data from last year is now published in the public domain and on a number of measures the A-Level results looked good and came out strong, although it was accepted the school's 'value added' measure needs improvement. 	<p>AHT-B&A</p> <p>AHT-A&C</p>	<p>Half Term</p> <p>22 Mar FGB</p>
<p>10.</p>	<p>Monitoring SEN Visit</p> <ul style="list-style-type: none"> • AA completed this visit with LB. AA talked Governors through her report, which she advised is self-explanatory. AA stated she didn't feel they got to fully see the evaluation cycle but this was potentially down to the way they were questioning. She advised she feels really positive on the back of this report as a lot of things have already being put into place, ie. SEN measurements etc. SRv advised there should be an addendum to the report as they would need to have more conversations about recommendations. One thing the report didn't cover is the SEN link between lower and upper school. Governors asked about the data analysis from the 'SWAT' process. SRv and the SLT said they will need to look into this. SRv said teachers need to identify how to use SWAT effectively with certain individuals. Governors said from experience students now expect SWAT to take place in class. Governors said consistency is important in 		

	<p>this. SLT explained that students have been advised the process can be advanced if necessary.</p> <p>Health & Safety Visit</p> <ul style="list-style-type: none"> RM talked Governors through her H&S report. She advised that this report has raised a few issues. The number of First Aiders on site is an issue, but it is being addressed. She didn't do an evacuation drill because there had been one the day before. RM asked Governors for comments on her report. Governors discussed the ongoing issues with car park. SRv said there have been too many incidents in and around the car park, and there is a lot of social media chatter about it. Governors asked what is being done to encourage students walking to school. SRv said that due to the safety of our students there may be a case for future closure of the car park to parents. Governors gave ad-hoc examples of inconsiderate parking. Governors discussed at length closure of the car park. Chair asked if we have encouraged walking buses, but we must be aware that in accordance with our admissions policy 40% of students don't come from local area. Governors expressed concern that the car park and its entrance is a dangerous area, although when the SLT are present it seems to be better controlled. SRv pointed out that use of SLT in this area has financial implications. <p>PINK PAPER</p> <p>Behaviour & Attendance Visit</p> <ul style="list-style-type: none"> RM asked for any questions about her report. Governors asked how confident SRv is that we are dealing with bullying. SRv said it is a problem, and we do have an anti-bullying campaign and a real focus on it, but bullying is not going to go away, it's more about what we do about it. RM advised that both reports relate to staff CPD and asked if this is going to be addressed in the Monday evenings sessions. DHT talked about methods the SLT are using to ensure non-Monday working staff still get their CPD. SLT advised the school doesn't have a behaviour issue, but certain teachers need to be directed towards behaviour management as part of their CPD. SRv advised that, mainly due to the new policy, attendance has been very good recently, although there has been a lot of student and staff sickness over the last 2 weeks; and he thanked staff for covering sickness. 		
11.	<p>Financial Matters</p> <ul style="list-style-type: none"> DFA started by apologising to Governors that there were a couple of errors in the financial report circulated in advance of the meeting. DFA explained that there have been revisions since the report was produced because we have had a significant water leak under the main office and it is difficult to quantify how much this will cost to fix until we have quotes in. DFA explained that the services in the building are outdated and have never been tested against a full occupancy school and we need to see if we can get additional funding from EFA to rectify this. She went on to explain that we have various ventilation issues because of partitions being added, numerous windows without trickle vents, and very old boilers. Additionally the Devonshire building has maintenance issues. Staff cover is being sought in-house as much as possible to cut costs, and AHT-B&A advised he couldn't even get a supply teacher in recently because of the level of illness in the local area. DFA advised that she is aware of the PNA as a result of the sixth form numbers and expects to start making a repayments on this next year, and she wants to advise the EFA early about revising tour financial plan as there will be some quite significant changes. She anticipates the PNA is likely to be repayable over 3 years. DFA advised she continues to work with SLT to look at each budget line and keep chipping away at best value and best use of resources and is confident that costs can be brought down even more. 		

	<ul style="list-style-type: none"> • Chair asked about a post-occupancy review. DFA said she wants to highlight the areas of concern to the EFA now we are full occupancy. Some of this is due to poor design, for example units in front of radiators, and she wants to use the visit to highlight these items. Chair asked if the Estates Team are looking into this or should we get someone in from outside. DFA advised that Willmott Dixon need to identify latent defects and she wants to discuss it with them, but it would be nice for us to have a specialist to come in. SRv concerned about spending the money for a specialist. DFA said she could get a list together and send it to EFA for their feedback. DFA is organising a questionnaire to all staff asking them to feedback about controls and temperatures and issues in classrooms. She is also looking into available grants to see if we can get any money for making us more energy efficient. DFA stated that she was unhappy at the beginning when the school didn't get new boilers, and pointed out that we saved the EFA an awful lot of money by converting the existing site instead of building it new. DFA explained that new boilers were never on offer. • Governors asked about complaints they had heard about the lack of student toilet facilities and asked if this is due to abuse or if they are not fit for purpose, because this feels like a health and wellbeing issue. DFA replied that the school struggles with toilets now we have so many students and SLT are looking at a rolling programme to replace them all, spending £5k at a time. AHT-HLS said they were advised by planners that the school only needed one toilet for every 50 students, but this has proved to be insufficient. 	DFA	TBC
12.	<p>Headteachers Report</p> <p>SRv talked Governors through his Head Teacher's Report and asked for Governors input on:</p> <p>PINK PAPER</p> <p>Leadership opportunities in lower school</p> <ul style="list-style-type: none"> • SRv explained that he believes we need to create some staff leadership opportunities in Reception to Year 6. SRv explained that currently AHT-HLS has 28 direct reports and he fears the school may be in danger of losing some good staff due to lack of opportunities for them to progress, and at a cost of around £11k this proposal will make the structure far more efficient whilst helping to retain good staff who are thinking of leaving. SRv proposes to create a through-school leadership structure which will ultimately result in AHT-HLS looking after Reception to Year 4, one AHT looking after Years 5 to 8, another AHT looking after Years 9 to 11 and the new Director of Sixth Form overseeing Years 12 and 13. AHT-HLS commented that this would be in line with other Secondaries having Heads of Year. • Governors asked about TAs and whether we will be using those we have to cover the extra Year 5 as well next year. SLT advised all of the detail is still to be finalized. AHT-HLS advised she will be losing one TA in Reception – Year 4. Chair asked why AHT-HLS would be looking after Year 4 and not up to Year 3, and AHT-HLS said it works best like that and helps her to have a foot in both camps. Governors asked about the lower school leadership and whether it will make us more effective and free up more of AHT-HLS's time. AHT-HLS advised we will need to consider the new leader's time out of class and who will cover them if we don't get extra support staff. SRv advised the SEN staff need looking at due to their massive workloads. SRv advised the Upper KS2 lead will be an external applicant, but all other leadership opportunities will be internal. AHT-HLS said she already has three expressions of interest. • Governors asked if there is a clash here with our entry points and ages. AHT-HLS said age Year 5 is closer to Year 7 than to Year R and we have to split them somewhere. Governors asked about what the leadership model is going to look like in Years 5-8, and will it be the same as Years R-4. SRv advised he wants to start to blend the move into the upper school so the transition is seamless to start in Year 5. Chair said the structure makes sense and helps AHT-HLS and provides staff with leadership 		

	<p>opportunities and thus a chance to progress. Governors indicated they were happy to agree the leadership proposals, but revisit the support staff structure. SRv said he is happy to split it into two areas, and accordingly the leadership element of the proposal was agreed by Governors.</p> <ul style="list-style-type: none"> Regarding the support staff, SRv advised the costs against income is huge and up in the high 80%. He went on that in Early Years this is acceptable, but we're actually currently overspending on support staffing if we're going for the 78-82%, so his suggestion is to spread out the existing support staff into Year 5. AHT-HLS said she is concerned that results won't be as good because we won't be able to have as many interventions, however SRv explained we cannot afford the current staff to pupil ratios anymore and the cost of running the lower school is disproportionately high. SRv said the cost savings are affecting the whole school in different ways – we are seeing a reduction in support staff in the lower school, an increase in class sizes in the middle school and a reduction of courses in the sixth form. Governors said it is a massive concern about support staff reductions and it is known that they have already struggled with the numbers they have and it could be argued we can't reduce anymore. Governors asked if there would be still be a teacher and a TA in Reception classes, and SRv said he will protect that provision. SRv advised the SENCO Officer needs to be given more time to process her other duties. SRv suggested that when Governors meet tomorrow at the Away Day we may discuss this about extra resources. AHT-HLS advised that there is evidence that Years 3 and 4, who don't have as much support, are already showing not as much progress. DFA reminded Governors we already owe the EFA a significant amount of money and she can't emphasise enough how much we need to make savings. <p>Reduction in policies</p> <ul style="list-style-type: none"> SRv is in the process of reducing the school's policies from an unmanageable 133, down to 29 complete with a new approach. 13 of these will come to the Board of Governors for ratification and review and SRv asked Governors to delegate the SLT to oversee the remaining 16. Governors asked about the Complaints Policy and the Whistleblowing Policy. Chair proposed the new system is for Clerk to monitor the 13 Governor policies and bring them to the agenda as they are due for review. Governors asked about the need for Governors to be involved in the religious education policy, and SRv agreed to look into this and report back. Governors agreed new policies and process. <p>Staff grading consultation</p> <ul style="list-style-type: none"> Governors stated they need to do a staff welfare survey – JN to action. Governors asked if job evaluations are being completed against the Single Status grades, and therefore will there be an element of protected pay, and if so have we calculated these costs. Governors also asked if we are likely to lose staff if their pay reduces as a result. SRv advised that in all bar 2 cases they will go up. DFA added that the impact of the National Living Wage will push all pay levels up. DFA said there have not been too many complaints about it so far but we still need to do some job evaluations. Governors stated that in principle they agreed, but they need more details. Chair asked if all contracts will be brought in line with each other. Chair asked if Governors supported the consultation, and it was agreed that Governors need to see some costings beforehand. DFA advised they need to be ready to go with this by 16 April. <p>SEF</p> <ul style="list-style-type: none"> Governors asked if they can have an up to date copy of the SEF and asked if there is a separate lower school SEF. Chair advised that best practice dictates that Governors should be involved in completing the SEF. Chair said we need to timetable SPG meetings to fit in with the SEF timetable, and as we go through the process we should be identifying where we should get involved in the process. SRv said Governors should identify a judgement of an increase in performance. Governors asked for a copy of the latest SEF to be circulated. SRv to send to Clerk for distribution. 	<p>SRV</p> <p>JN</p> <p>SRv</p> <p>SRv</p>	<p>TBC</p> <p>TBC</p> <p>22 Mar FGB</p> <p>ASAP</p>
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13.	<p>Student Leadership Programme</p> <ul style="list-style-type: none"> DHT talked Governors through his student leadership opportunities paper. He advised that the good news is that we do offer opportunities, but agreed they need to be more strategic and thought-out so the opportunities rolled through from Reception to Year 13. He confirmed there is thinking going on around this at SLT level, and he has had some good conversations with the Careers Advisor working towards embedding leadership opportunities around things like 'Project Me'. Governors asked if the Language Coordinator should still be an opportunity for Year 13 given the limited subject choices, and SLT agreed this can be assessed on a year by year basis. Chair asked if students respond to these opportunities, and DHT said we need to work on establishing starting points so students within the lower school are developing leadership opportunities from an early age. He stated he doesn't want leadership opportunities to be there for the sake of it or merely to write it on a UCAS form. Governors asked what happens if the Head Boy or Head Girl doesn't stay on into the sixth form and should we therefore have a Head of Sixth Form. DHT said the two post-holders will stay in these roles if they stay on into the sixth form, but Governors expressed concern that this disincentivises external sixth form applicants, because they won't have a chance to attain these positions. Governors said other students should be given the opportunities to experience leadership opportunities, DHT agreed, but said they needs to be meaningful and we need to come up with a strategy. Governors asked if there should be a marketing leadership opportunity around enterprise and entrepreneurship, SRv agrees and said the SLT would look at it becoming a position in the future. Governors asked about cyber champions and scam champions, and SRv said the SLT have some good ideas going forwards and have identified gaps but there is much more to do. Governors said we should ask parents for other opportunities. 		
14.	<p>Any other urgent business</p> <ul style="list-style-type: none"> Vice Chair confirmed that the following issues she was due to follow up after the last FGB have now all been actioned and so can be marked as completed on the Action Summary Report: <ul style="list-style-type: none"> Review Staff Absence Policy Questions re Attainment Data Amendments to Performance Management Policy Comments on Student Attendance Policy 		
15.	<p>Review meeting dates for the next school year:</p> <ul style="list-style-type: none"> Friday 2 February – Governor's Away Day Thursday 1 March – Training Session instead of an FGB. Chair to arrange details. Thursday 22 March Thursday 3 May Thursday 21 June Thursday 12 July <p>To comply with regulations, the agenda must be sent out 7 days prior to the meeting, so please can all papers be sent to the Clerk by 6pm, at the latest, 7 days before each meeting, so the agenda can be circulated in good time. All papers should be in Word or Excel format so they can put together into one continuous agenda pack; no PDFs please.</p>	Chair	ASAP
16.	<p>Meeting Close</p> <ul style="list-style-type: none"> The Chair closed the meeting at 8.40pm 		