

The Swanage School
MINUTES OF A MEETING OF THE FULL GOVERNING BODY
held on Monday 16 July 2018, 6pm (rescheduled from Wednesday 11 July 2018)

Present: Amanda Rowley (Chair), Angela Beal, Ben Gibbard, Tristram Hobson (Headteacher), William Knight, Al Stephens, Carl Styants, Isobel Tooley
In attendance: Sue Fletcher (Clerk), Anna Carvisiglia (Bursar)

Item	Action	Lead	By
Anna Carvisiglia, Bursar, was welcomed to the meeting.			
FGB 8.1 Apologies for Absence Apologies were received and accepted from Nick Brady, Mark Hatto, Tim Marcus, Nicola Newman, Catherine Starmer-Howes and Nicky Taylor.			
FGB 8.2 Declarations of Interest There were no declarations of interest or conflict with any agenda item.			
FGB 8.3 Governing Body Constitution 1. <u>Election process for Chair, Vice-Chair and Committee Chairs for 2018/19</u> Noted that elections for chair-ships will take place at the first meeting of the Autumn Term. AGREED that election will be by a show of hands if there is only one candidate for a position or by secret ballot if more than one. 2. <u>Committee structure for 2018/19</u> AGREED to retain the current committee structure for academic year 2018/19. 3. <u>Committee appointments for new governors</u> Noted that all governors, including the two governors not yet appointed to a committee (Angela Beal and Ben Gibbard), will be (re-)appointed to committees at the first meeting in the Autumn Term. AGREED the Clerk will ask for expressions of interest. 4. <u>Governor election update</u> With regard to governor recruitment, the Clerk reported that there had been one expression of interest to date. In addition to advertising the vacancies on the website and via social media, an email would be sent to parents, including those of the new student intake.	Ask for expressions of interest	Clerk	Sep '18

FGB 8.4	<p>Minutes of the Last meeting The minutes and confidential minutes of the meeting held on 23 May 2018 were confirmed as an accurate record and signed.</p>			
FGB 8.5	<p>Matters Arising & Actions Where not elsewhere on the agenda</p> <p><u>FGB 6.7 Governor involvement in INSET days</u> Governors will be invited to the first INSET day on Monday 3 September 2018 to give staff and governors an opportunity to get to know each other. He suggested governors attend for the morning session if possible and/or for lunch. The morning session would involve an ice-breaking session, a discussion of vision and ethos and a team-building exercise off-site.</p>			
FGB 8.6	<p>Chair's Report The Chair reported that she had completed a mid-year appraisal review with TH. To gain more insight into an objective regarding increasing the challenge for academically able students, the Chair had run a focus group session with students from Years 9 and 10. This had indicated mixed results, with students reporting that some subjects challenged well, but others less so. English, mathematics and science (physics) were the subjects in which students from both years felt most challenged. The Year 9 students reported more differentiation than those from Year 10, and the Chair of the Student Committee noted that stretching Year 10 to a greater degree might yield positive outcomes in terms of improving the engagement and progress of this group, which had been discussed with concern at the last meeting of the Student Committee. The Chair also noted that students from both year groups understood the assessment grids, but expressed the desire for more information on how to achieve higher grades. In relation to leadership roles, some of the Year 10 students expressed the feeling that some student leadership roles were slightly redundant, e.g. prefects not being permitted to do some things if it would involve missing lesson time.</p> <p>The Chair reported that a Governors' Student Exclusion Panel had been held on 6 July 2018, as legally required, to review a decision to permanently exclude a student. The Panel had upheld the decision.</p> <p>The Chair reported that she is currently handling a formal complaint.</p> <p>The Chair noted that the "Celebration of Learning" event had been a lovely evening and recorded congratulations to all the winners.</p>			

<p>FGB 8.7</p>	<p>Headteacher’s Report including School Development Plan</p> <p>1. <u>Report from the Headteacher</u> The board had received a written report from the Headteacher.</p> <p>Staff joiners and leavers for the whole year were reported. Most of the leavers had been at the School for 2-4 years. The board noted how impressive it is that all three teaching assistants who are leaving are starting teacher training. TH reported confidence with all the new staffing appointments and outlined the balance of experienced and newly qualified teachers (NQTs). Recruitment for a teaching assistant is ongoing. He noted that there will be three days of induction in September to ensure a good level of preparedness and to emphasise the ethos, value, procedural systems and style of restorative behaviour management practised in the School. All NQTs will have a mentor for whom it will be possible to provide cover whilst she observes. In Science, where there will be three new NQTs, TH had discussed the support of the team with the Curriculum Area Leader (CAL) and they felt it was a good opportunity for the department to shape itself for the future.</p> <p>TH reported that the current intake for September 2018 is 67 students joining in Year 7 and a further 7 students joining across the other years. Looking at school roll overall, for the first time since the School opened there had been more leavers than joiners during the year, with 21 leaving and 19 joining, although two of the leavers had been dual registered with a learning centre and recently taken off roll. Asked about lunch arrangements and canteen size as the School roll grows, TH responded that it is exceptional to have space for most of the School to sit down and the options would be either for students to queue and find a free table, or two sittings, but no issues were anticipated for 2018/19.</p> <p>Attendance for the year was 94.1%. The School has been stricter on coding for Year 11 post exams, to the detriment of attendance records but in accordance with advice from Dorset Local Authority. Governors noted that the attendance gap for pupil premium (91.8%) and SEN (90.7%) students is disappointing and will need focus during the next academic year. TH agreed although noted that the SEN percentage is significantly skewed by one student.</p> <p>TH reported that the number of fixed term exclusions during 2017/18 was 19, the same as during 2016/17. He provided in his written report a month-by-month analysis and a breakdown of the reasons.</p> <p>2. <u>School Development Plan objectives 2018/19</u> Progress on the School Development Plan (SDP) 2017/18 had been discussed during committee meetings and governors had no further questions.</p>			
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TH outlined the key objectives that the School wants to focus on for 2018/19. These had been discussed with staff during the recent INSET day. These were:

Teaching & Learning:

- Progress in top 20% of schools
- Develop progress and attainment for: most able, boys and disadvantaged students
- Develop literacy within the curriculum
- Support NQTs to achieve high standards
- Research and develop home learning to further enhance student progress

Behaviour

- Attendance to 95%

Leadership

- Implement a more rigorous approach to quality assurance
- Develop procedures for middle leaders to become more fiscally accountable
- Revenue generation
- Evaluate and improve financial effectiveness of human resources
- Research alternative approaches to school management to reduce excessive staff workload

The proposed objectives were discussed in turn, with TH noting that some, such as progress, literacy and attendance were a continuation of objectives on the current SDP and others, such as development of progress and attainment for specific sub-groups in particular, reflected both in-house analysis of data and outcomes from the Ofsted visit.

Governors asked how and why middle leaders will become more fiscally accountable. TH noted that he wants to embed a culture where all middle leaders have a whole-school view on spending limited funds and the need to ensure value for money across the board. For the CALs, this would be focused on the budget for learning resources, including photocopying, and would probably take the form of each CAL having to prepare a weekly argument for new spend and reporting on existing spend through a quick, streamlined process. TH noted that an understanding of the school budget would not only be good for personal development, but would increase transparency and, through collegiate decision making over limited funds, help ensure that the School is financially sustainable over the long-term. It was suggested by governors that in the future this could perhaps be supported by departmental accounting, giving CALs direct budget responsibility. Whilst TH agreed to a point, he noted that implementation of departmental accounting would be a difficult exercise and did not work for all schools and any perceived unfairness in terms of allocation of time and focus between the curriculum areas (with some covering more subjects than others) could be worsened if allocated

departmental funds were added to the mix. It was noted, as an aside, that the School must ensure all staff know the approval procedure for spending the School's money and be aware that any unapproved spending is a disciplinary matter.

TH and AC were asked whether revenue generation was a realistic objective for this year, given other priorities. They were confident income will come through lettings but also wished to develop the Initial Teaching Training programme and School Direct courses. It was agreed to keep it on the SDP, noting that a detailed plan of how to achieve income generation would be an expected outcome even if revenue itself was not successfully raised this year.

In relation to staff workload, the Chair of the Staffing Committee welcomed the objective to research approaches to reducing excessive workload, although noted that care needed to be taken to ensure that the process of researching or making changes did not in itself lead to more work. TH noted that the aim would be to cut repetition and inconsistency, and this might involve the need for time and motion studies on the effectiveness of current approaches. A greater, but selective, use of IT applications, to ease workload, and greater investment in Progresso training to improve the effectiveness of its use, were also planned.

TH asked governors for their input to the SDP and the following suggestions were discussed:

- Tightening up performance management for support staff to ensure they feel valued.
- A focus on mental health, perhaps linked to the attendance objective, ensuring support for students with mental health issues and that, where available, external support or funding is accessed.
- Improve policy review to ensure that the school looks at how effective the policy is in practice, to inform governors' strategic monitoring.
- To develop thinking on how SEN funds are used, improving the use of the funds through clearer analysis and knowledge of the various payments, and through improved evaluation of value for money and impact on student outcomes. The aim would be to ensure that spending decisions across the school are optimised for spending in the areas with most impact, and made consciously and knowingly. This would apply to pupil premium spend too. TH noted that this could be covered by the objective to look at financial effectiveness of HR resource, given that effective use of staff time is required to cope with the reduction in teaching assistant hours due to funding cuts.
- Develop analysis data for key performance indicators for the staffing budget as per the discussion at the Finance & Premises Committee on 27 June 2018.
- Ensure procedural changes in place to meet the new provisions of the Academies Financial Handbook.

FGB 8.8	<p>Budget 2018/19 and 5-Year Forecast The Chair of the Finance & Premises Committee congratulated AC on the work to date getting the management accounts updated and budget prepared, particularly noting her very limited hours due to not yet working full time for the School. He reported that the Finance & Premises Committee recommended approval of the proposed budget as an interim budget, as AC had not yet had a chance to get acquainted with the full detail and due to unknown factors in relation to the teacher's pay review. Approval would therefore be with a view to AC further refining the budget after a review in the Autumn Term when more detail is known.</p> <p>Unanimously APPROVED the budget 2018/19 and 5-year forecast.</p>	Submit budget; review Autumn Term	AC	Jul '18 Oct '18
FGB 8.9	<p>External Auditors AGREED with the recommendation of the Finance & Premises Committee that Griffin Chartered Accountants be recommended to Education Swanage for re-appointment as external auditors for 2019/20.</p> <p>There was some confusion over dates in relation to the start of the contract for Griffin Chartered Accountants and this would be double-checked by the Clerk and Chair of the Finance & Premises Committee and communicated to the finance team.</p>	Confirm dates	Clerk WK	asap
FGB 8.10	<p>Reports from Committees Minutes had been circulated and a verbal report was given on:</p> <p>I. <u>Staffing Committee (20 June 2018)</u></p> <p>CS reported that the Staffing Committee had discussed the merits of a change in terminology from “governor” to “trustee”, as is recommended for academies and with a view to improving perception of the role. However, it was noted that academy guidance in relation to “trustee” would be more pertinent in multi-academy trusts where there are local governing bodies in addition to MAT trustees. Some governors felt that the role of a governor is well understood and use of the term “trustee” may actually be more confusing. It was also noted that staff will not feel more connected to governors through a change in nomenclature and a final decision was not made either way. Other ways to connect with staff had been discussed, including the suggestion that governors link with departments, however it had been concluded that staff may feel this creates work rather than being a support. The SEN link governor also noted that in some governor roles (e.g. SEN, health & safety) it is difficult to balance being supportive with the need to monitor effectively to enable the governing body to hold the leadership team to account, given that monitoring and evaluation inevitably takes up staff time. TH invited all governors to attend the INSET day on Monday 3rd September 2018 to meet new staff and be involved in team building exercises.</p>	INSET day	All	Sep '18

	<p>2. <u>Finance & Premises Committee (27 June 2018)</u> WKK reported on the discussion of the closure of the Kier contract and was able to report that in the last few days Jacobs Architects have issued a certificate of completion, meaning that in their view Kier have completed the contract and are clear to submit their final invoice. He noted that it may still take some time to resolve final payment issues and outlined the relationship between the School, Kier and the Educational and Skills Funding Agency in terms of payment.</p> <p>In relation to the General Data Protection Regulations, WKK reported that the required privacy notices and policy were in place by the implementation of the GDPR on 25th May 2018. WKK had provided staff training on 6th July, and would also be happy to lead a session for new staff in September. It was confirmed the financial arrangement made with The Purbeck School for the services of their Data Protection Officer is for an annual audit, with services over and above to be paid for. In terms of saving money and potentially generating future income, it was suggested the School needed to give more thought as to whether someone in house could take on these responsibilities. WKK believed the Bursar's role has a conflict of interest as the Bursar makes decisions on how and when data is stored and processed.</p> <p>3. <u>Student Committee (4 July 2018)</u> There were no comments or questions.</p>			
FGB 8.11	<p>Reports from Link Governors</p> <p>1. <u>Safeguarding</u> AS reported that the Keeping Children Safe in Education guidance has been updated, effective September 2018. AS will circulate the new copy and a summary of changes. The Safeguarding Policy will need updating and staff will be briefed during the INSET days.</p> <p>2. <u>Parent Link</u> Mark Hatto was not in attendance to give a report.</p> <p>3. <u>Careers Link</u> NN was not in attendance to give a report. TH reported that the new English Teacher, Sam Probert, will be the named Careers Lead.</p>			
FGB 8.12	<p>Governor Monitoring, Development & Training</p> <p>1. <u>Reports of monitoring visits or activities undertaken at the school</u></p>			

	<p>CS – exit interviews</p> <p>IT – mentoring with JM</p> <p>IT, NN, AR – exclusion panel</p> <p>WK – staff training for GDPR. discussions regarding transport policy</p> <p>AB – Welcome to Governance training</p> <p>AR – meetings with TH and focus group with Year 9 and 10 on academic challenge.</p> <p>[Confidential minute]</p> <p>2. <u>Feedback on any training courses attended or undertaken online</u> AB reported that the Welcome to Governance training had been helpful. No progress had been made with online training.</p>			
FGB 8.13	<p>Clerk’s Report Meeting dates for 2018/19 were circulated.</p>			
FGB 8.14	<p>Any Other Business</p> <p>1. <u>Renewal of governor subscriptions</u> AGREED to renew the following subscriptions:</p> <ul style="list-style-type: none"> - Learning Link online training - £75pa - NGA Gold Membership - £260 pa - Dorset County Council Governor Services - £860pa <p>2. <u>Dress code</u> TH had circulated a copy of an updated dress code for staff and sought a steer from the governing body. There were a variety of views expressed, particularly in relation to whether male staff should wear ties and on the appropriate dress code for support staff with technical jobs. In relation to ties, the majority of governors felt that if tie-wearing is expected of the pupils, the same expectation is appropriate for staff. For some support staff (e.g. technicians) it was suggested that a branded/logo polo shirt might be suitable, to ensure they look smart whilst also being suitable for all types of practical work. In all cases, where there is a safety issue, that would take precedence over dressing smartly. References to tattoos had been taken out of the guidance as these were now so commonplace and in many cases not be feasibly covered. Piercings were also recognised as a contentious area.</p>	Arrange renewals	Clerk	Sep ‘18

FGB 8.15	Confidentiality There would be one confidential minute. The meeting closed at 8.05pm.			
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