

**MINUTES OF FULL GOVERNING BODY MEETING**  
**30<sup>TH</sup> NOVEMBER 2015**  
**5.00 P.M. AT MAIN BASE**

**Present**

Claire Marshall (CM) (Chair), Mark Harvey (MH), John Bradshaw (JB) (Acting Principal), Ben Bury (BB), Alastair Cowen (AC), Melissa Daly (MD), Charlotte Dyer (CD), Helena Mandleberg (MD), Georgina McMath (GM), Clive Reeves (CR), Jeff Rooker, Kacper Saar (KS), Jenny Smith (JS)

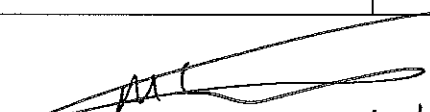
**Non Governors in attendance**

James Power (JP) (Consultant Senior Leader), Ali Mackie (Assistant Principal – Willows), David Gilday (DG), Malcolm Winston (MW) (UHY), Alyson Ralphs (AR) (Senior Clerk)

**Apologies**

James Brown, Hardeep Dhinju

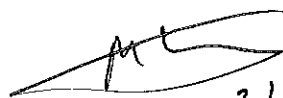
	<b>ITEM</b>	<b>ACTION</b>
1.	<p><b><u>End of Year Audited Accounts</u></b></p> <ul style="list-style-type: none"> <li>• CM introduced Malcolm Winston (MW) from UHY, the school's auditors.</li> <li>• MW referred governors to page 22; £364,000 deficit, increased deficit on last year, the major reason for this is the increase in wages (page 31) – £6.6 million to £7.1 million.</li> <li>• Page 8 staffing – 76% in 2014; 85% in 2015 (higher level – wouldn't want to increase much more than this).</li> <li>• Pension adjustment £61K.</li> <li>• No major issues with the accounts.</li> <li>• There were 22 control issues last year but only 5 this year so a significant improvement. EFA will be pleased with this. Keep an eye on the costs with regards to income.</li> <li>• HM asked about premises costs – page 22. This is made up of depreciation charges of £272K for premises related items. Governors requested a breakdown. <b>MW will send this to Mike Burton.</b></li> <li>• Finance committee were happy with the accounts.</li> <li>• JB stated we are drawing on our large reserves account to move the school forward.</li> <li>• Reserves account stood at £1.25 million last year, down to £743,000 this year (page 23).</li> <li>• Capital expenditure £325,000 spent on reception areas (unexpected costs).</li> <li>• JR questioned why the accounts had not come out with the agenda pack. HM confirmed it was due to the timing of the finance committee, which had been delayed due to staff illness.</li> <li>• JB said Mike Burton (MB) is costing the staff at each centre. JB is attending a commissioning meeting tomorrow to discuss funding. Underfunded in some areas.</li> </ul>	MW

  
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<ul style="list-style-type: none"> <li>• Governors asked if there are any implications with cross subsidising. JB confirmed not at the moment but it does raise questions around numbers in the class and how we deploy staffing.</li> <li>• CM asked if governors were happy to sign the accounts off.</li> <li>• <b>It was agreed that governors would send any questions to HM who would share these and responses with all governors. It was agreed that the finance committee would then sign off the accounts at the meeting on 9<sup>th</sup> December 2015.</b></li> <li>• <b>Claire proposed, Georgina seconded</b></li> </ul>	<p>ALL</p>
<p><u>Audit</u></p> <ul style="list-style-type: none"> <li>• Page 8 – purchase orders that are coming in higher need to be looked at.</li> <li>• Orders were not being matched to the period.</li> <li>• There were a number of orders that had no invoices being matched to the order. Strong financial control required – indicates the system can be weak and needs to be tightened up.</li> <li>• Finance has talked about this and this need to be tightened.</li> <li>• Clive questioned how much is being overspent? Generally £1,000's overall.</li> <li>• The point of the audit is to look at things like this. There has been an improvement made since last year.</li> <li>• MB has done a great job since he arrived. JB highlighted the staffing changes.</li> <li>• We need to look at a long term financial health plan that is reviewed annually.</li> <li>• The amount of school policies is causing an issue and streamlining would be beneficial. JB highlighted the statutory policies are being looked at first. Timetable for finance policies to be amended is being looked at.</li> <li>• Section 4 – Register of interests need to be kept up-to-date.</li> <li>• <b>Governors should send a new pecuniary interest form annually. Alyson to update the pecuniary interest form and send to governors for signing.</b></li> <li>• JR – Page 13 – 4.17 retention payments when did the DfE introduce this and who were affected. JB confirmed the rules were changed effective 1<sup>st</sup> September 2014 to say that R&amp;R should be removed except for teachers who are not on the leadership scale. Pay policy ratified on 29<sup>th</sup> September 2014.</li> <li>• JBS census returns suggested slightly larger pupil numbers. EFA are looking closely at governance – we need to be clear about the funding for the hospitals. Robust plan required to ensure staffing levels and resources can be maintained.</li> <li>• Big issue will be the finances.</li> <li>• CM asked MW if there were any trends with academies. MW confirmed finances are becoming tighter, surpluses are long since gone. Some academies are managing, about a third of academies are not. They are not used to operating in these environments. Two thirds are breaking even and</li> </ul>	<p>AR</p>

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	<p>doing ok but not building up cash as they were. Some are getting into financial difficulties (10%) and MW can see this increasing. Not managing their costs. Built in wage costs and increments. Increased NI costs. MW suggested we ration wage costs to income. Needs to be around 75%. JB said this has been noted at finance but overhead costs are lower at JBS. 82-83% more acceptable. CR asked about the increased staffing costs for the last 12 months. JB said that is a consideration.</p> <ul style="list-style-type: none"> <li>• JB has some concerns about spending (supply costs). We need to look at the alternatives, i.e. High Level Teaching Assistants (HLTAs).</li> <li>• CM asked if we have to do a separate Value for Money statement. MW confirmed no as it is incorporated into these accounts</li> <li>• <b>CM passed round a letter to UHY regarding the accounts and asked governors if they agreed for her to sign the letter. HM read the letter and gave her approval as Chair of the Finance Committee.</b></li> <li>• <b>All governors present agreed for the letter to be signed by CM.</b></li> </ul>	
2.	<p><u>Apologies/Declarations of Interest</u></p> <ul style="list-style-type: none"> <li>• James Brown and Hardeep Dhinju had sent their apologies. All governors present accepted these apologies.</li> <li>• MB introduced David Gilday to governors and outlined David's background as Head of Drama in another school.</li> <li>• Everyone introduced themselves to David.</li> <li>• CM asked governors if they had any declarations of interest. None were declared at this point but see item below in minutes of previous meeting.</li> </ul> <p><u>Minutes of Previous Meeting</u></p> <ul style="list-style-type: none"> <li>• The previous minutes were checked for accuracy.</li> <li>• The following changes were made: <ul style="list-style-type: none"> <li>○ MD, HD, CD and GM not on Safeguarding, Health &amp; Safety and Premises committee but KS to be added.</li> <li>○ Link governors for English and Maths. JB explained that the Ofsted Monitoring Committee is looking at English and Maths.</li> </ul> </li> </ul> <p><b>All Governors present approved the minutes of the meeting held on 28<sup>th</sup> September 2015 as a true and accurate record. Mark proposed, Jenny seconded</b></p> <p><u>Matters Arising</u></p> <ul style="list-style-type: none"> <li>• Juliet is attending the January 2016 Safeguarding, Health &amp; Safety and Premises committee meeting to feedback on pupil and parent questionnaires.</li> <li>• Media bus – MB proposing it is sold. Two community projects are interested; Castle Vale Community Project and the Heritage Transport Museum. JB gave a brief description of both organisations. Kazz stated there were educational visits to the Heritage Museum. Governors felt the bus should be gifted to an organisation that was linked to young people.</li> </ul>	



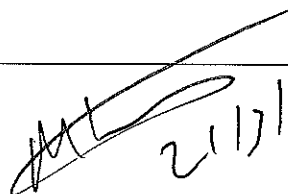
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	<p>CM suggested a local community project could offer resources in return for the bus. HM proposed we gift the bus.</p> <p><b>CM declared an interest in one of the organisations so would not take part in any decision.</b> Ben felt the IT and radio station equipment should be de-commissioned. Jenny could help with the transfer of the bus.</p> <p><b>Governors agreed unanimously that MB will ask each organisation to submit a one page proposal and finance to make the final decision.</b></p> <ul style="list-style-type: none"> <li>• MH to undertake DSL training in January 2016.</li> <li>• Alyson handed out a governor overview spreadsheet and asked governors to add details in the meeting and hand back to her to amend.</li> <li>• National dataset added to the data report and a copy was distributed in the meeting.</li> <li>• Mock interviews for pupils – MH and GM attended.</li> </ul> <p>JR arrived at 5.21 pm</p> <ul style="list-style-type: none"> <li>• <b>AR to arrange for governors to complete the NSPCC safer recruitment training.</b></li> <li>• Sixth training day had been removed from the school calendar.</li> <li>• Training schedule has been emailed to all governors.</li> <li>• <b>NGA handbook to be ordered.</b></li> <li>• HM will provide finance training at a future meeting.</li> <li>• <b>AR to send governors the Academies Financial Handbook list of changes.</b></li> </ul>	<p>AR</p> <p>AR</p> <p>AR</p>
<p>3.</p>	<p><u>Leadership Brief</u></p> <ul style="list-style-type: none"> <li>• <u>Review of progress against the Ofsted Action Plan</u></li> <li>• Draft letter from Ofsted handed out in the meeting.</li> <li>• Ofsted Action Plan written in January 2015. This document has come to the end of its life. Most items have been turned amber or green. Column added – Impact Alert to show the item has been actioned but need to keep going back to it.</li> <li>• JB will present a school improvement plan, including additional items.</li> <li>• HM – is there anything in particular that governors should be aware of? JB confirmed it is mainly used as a management tool to monitor actions.</li> <li>• Development plan for governors required. Claire and Alyson meeting next week to look at governing body development.</li> <li>• <b>Pupil premium – JB to arrange for Caroline Mace to come to the meeting to present.</b> Parents to be involved in how the pupil premium is being spent.</li> <li>• Design a JBS model action plan. Ofsted Monitoring Committee has agreed on this.</li> <li>• School can now employ NQT's.</li> <li>• JB highlighted key points in the monitoring inspection report.</li> <li>• Area we need to do more work on is outcomes for pupils in time for Spring 2016. We need to be able to show that pupils are making progress against national expectations. Need to show the progress over different time spans</li> </ul>	<p>JB</p>

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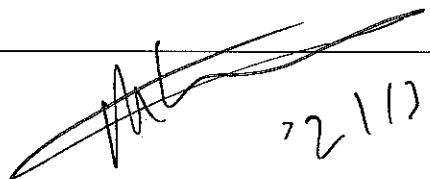
and that they are making good progress whilst they are here.

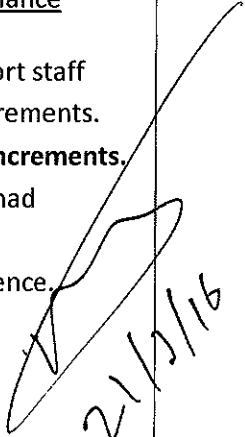
- We have made good progress on data systems but we haven't got the measurement of progress over time. We have a lot more data sets (from 3 to 6) and we are monitoring engagement.
- A member of staff has designed a system which plots the progress of English and Maths that shows how pupils are progressing. We need a graphic dash board for governors.
- CR – when SMK was talking about data, some of the data wasn't being produced correctly, how do we understand what we need? (progress against length of stay – what is JBS achieving). JB – we do not have the historical data. What about pupils who fall between? JP said we need to plot where they are when they come in and monitor progress. CM said governors need clear data on a page or two so they know the questions to ask. Work to be done on data.
- Ofsted saw a lot of good teaching and marking.
- Attendance is still too low in some sectors.
- Safeguarding – effective action being taken.
- Well on track to come out of special measures. Monitoring inspection in the spring and hopefully come out of special measures in the summer.
- Currently no data manager – crucial to move the data forward.
- CR – will we have a lot of data that will need inputting? No.
- MIS system is not really fit for purpose but we will continue using the current system as to replace it would incur large sums of money.
- CR said Ofsted had made positive comments and were generally pleased.
- Well done to staff that have been involved in the process. CD highlighted this needs to be relayed to all staff as staff morale is still low. JB has emailed the staff with the key messages from Ofsted. CD suggested a staff survey around morale.
- Claire wanted to draft an email to staff to acknowledge their hard work, e.g. pastoral support workers, middle leaders.
- BB thought staff felt more appreciated than they did before.
- JS felt something from Claire would be beneficial.
- MH felt staff were more aware of safeguarding. SMK has commented that money has been well spent on external staff and training.
- CM had an honest conversation with SMK and there is now nothing that concerns her. SMK was taken aback about the progress that has been made and the how the staff have been involved. Claire fed back that she had spoken to David McVein at EFA, there had been a meeting Pank Patel and various others. JBS has been on their list for 18 months; they are really pleased with the progress and a sponsor academy is not on their minds.
- Claire thanked JB. SMK very impressed with the leadership team.

  
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<ul style="list-style-type: none"> <li>• <u>Updated SEF</u></li> <li>• Recognised that the school is not outstanding plus.</li> <li>• Improved tool needed for self evaluation. All teams in school to be producing a development plan to feed into the whole school development plan so more collaborative. We have moved on a lot from this document.</li> <li>• Need to identify good practice in sectors.</li> <li>• Recent development plans from sectors and departments have been completed.</li> <li>• MH said since we have had assistant principals, do we have a better picture. Ali said it is better with assistant principals being in sectors so they know more about the sectors.</li> <li>• Curriculum leaders are having more involvement in self assessment and are driving more change.</li>   <li>• <u>Vision and Strategic Direction 2016-17 including possible curriculum plan</u></li> <li>• Refer to handout.</li> <li>• JB highlighted the issues to be addressed – what is the vision for the school. Do we need to re-organise sectors?</li> <li>• JB highlighted his ideas, e.g. 14-18 sector, KS3, referrals/assessment centre (Bridgeways), Home Teaching linked to different sectors. Home teaching is a drain on finances.</li> <li>• JM asked governors for their initial ideas.</li> <li>• AM had carried out a survey of pupils, parents and staff. KS3 maintain current curriculum and need more expressive arts, dance, and drama. Increase DT including woodwork. Traditional PE. KS4 – clear message – core entitlement to English, Maths, Science and IT. Parents keen that we offer The EBacc. Option subjects – massive range of subjects – more expressive arts and DT. Academic route not for all pupils. Need to look at vocational, college release, ASDAN. Any alternative subjects? People wanted life skills, first aid, personal finance, cooking and healthy eating. Yoga, mindfulness and strategies to cope. Parents, especially at Dovedale, are crying out for a sixth form.</li> <li>• <b>AM fed back thoughts from pupils. AR will send documents to governors.</b></li> <li>• Now is the time to make radical changes.</li> <li>• BB would like to see what it would look like so we can make definite recommendations.</li> <li>• BB would like JB to spend time working on this and put the plan into action. MD would second that.</li> <li>• CD would like to point out DT teachers are hard to find. – JB thought we could link up with a college but need to make it affordable.</li> <li>• Referrals/assessment centre – need to have agreements with other providers.</li> <li>• CM highlighted we now have competition from other providers who are setting up partnerships with colleges.</li> </ul>	<p style="text-align: right;">AR</p> <p style="text-align: right;"><i>[Handwritten signature]</i> 21/12/15</p>
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	<ul style="list-style-type: none"> <li>• GM – we need to look at what happens to pupils when they leave. A lot are not equipped to move on. We need to develop and track down the line.</li> <li>• HM – we need to demonstrate the value we are adding to the pupil' lives. Ensure we have the data.</li> <li>• MH– we need to build pupils' resilience.</li> <li>• JS –we need to be clear about what each centre is for so other schools can refer to us.</li> <li>• JR agrees with the proposal to look at proposals; would it be a big bang or a transition. JR advised not using the word re-structure. JB said it would be hard to do it in bits so may have to do it all at once.</li> <li>• MH fed back on a conversation he had with a former pupil. MH felt the proposed model would help pupils like this.</li> <li>• Governors were asked if they wanted JB to look into the detail. <b>Governors unanimously agreed.</b></li> <li>• Staff governors were happy to meet with JB to discuss.</li> <li>• <u>Pupil Premium Review</u></li> <li>• To be brought to a future meeting.</li> </ul>	
4.	<p><u>Safeguarding</u></p> <ul style="list-style-type: none"> <li>• <u>Governors safeguarding responsibilities</u></li> <li>• Refer to handout.</li> <li>• To be looked at in a future meeting.</li> </ul>	
5.	<p><u>Policies</u></p> <ul style="list-style-type: none"> <li>• <u>Attendance Policy</u></li> <li>• JS liked the statement on the front page.</li> <li>• Safeguarding, Health and Safety and Premises committee had looked at the policy in details and recommended governors adopt the policy.</li> <li>• <b>All governors present agreed to adopt the Attendance policy taking into account Jenny's comments. MH proposed, BB seconded.</b></li> <li>• <u>Pay Policies</u></li> <li>• These policies had been looked at in detail by the Staffing and Pay committee and the committee recommended governors adopt the policy.</li> <li>• <b>All governors present agreed to adopt the Pay Policies. CM proposed, AS seconded.</b></li> <li>• <u>Teacher/ Support Staff Appraisal</u></li> <li>• JS asked how we would ensure there was no bias. JB confirmed appraisers have met to look at setting objectives. CM said it was more about moderation and checking managers are having the conversations, carrying out lesson observations and learning walks.</li> <li>• <b>AR to ask Angela Thakur to comment on how there would be no bias.</b></li> </ul>	AR

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	<ul style="list-style-type: none"> <li>Staffing and Pay committee recommended governors adopt the policy.</li> <li><b>All governors present agreed to adopt the Teacher and Support Staff Appraisal Policies. CM proposed, AS seconded.</b></li> </ul>	
6.	<p><u>Feedback from local committees, sub-committees and link governors</u></p> <ul style="list-style-type: none"> <li><u>Safeguarding, Health &amp; Safety &amp; Premises Committee</u></li> <li>It was agreed that the committee will meet twice per term.</li> <li><b>AR to arrange a date in January 2016.</b></li> <li>MH had carried out an audit on the SCR. This needs linking to CMIS.</li> <li>DBS checks – There was a conversation around existing staff with older DBS checks being re-checked.</li> <li>MH would like all new staff to be DBS checked. JS felt portable DBS's were acceptable. Options to be considered at a future meeting. <b>Finance committee to look at cost.</b></li> </ul>	Finance
7.	<p><u>Governing Body Development</u></p> <ul style="list-style-type: none"> <li>CM and AR meeting next week.</li> </ul>	
8.	<p><u>Correspondence</u></p> <ul style="list-style-type: none"> <li>AR handed out a revised Governors Handbook (November 2015).</li> </ul>	
9.	<p><u>Any Other Business</u></p> <ul style="list-style-type: none"> <li>MH proposed we have a guest Wi-Fi to enable governors, parents and visitors to connect to Wi-Fi</li> <li><b>Governors voted unanimously to a guest Wi-Fi.</b></li> <li>CM asked David Gilday if he would like to join the governing body. DG said he would.</li> <li><b>CM proposed, MH seconded</b></li> <li><b>All Governors voted unanimously to appoint David Gilday to the governing body.</b></li> </ul>	
	JR, JP, MD and staff governors left the room.	
10.	<p><u>Ratification of threshold/teacher appraisal and support staff performance management increments</u></p> <ul style="list-style-type: none"> <li>Staffing and Pay committee had looked at the teacher and support staff appraisal in detail and recommended governors approve the increments.</li> <li><b>All governors present agreed to the teacher and support staff increments.</b></li> <li>There had been 4 threshold applications – JB had agreed 3 who had provided evidence of meeting 2 years' successful objectives.</li> <li>1 had been deferred and Mark Gaynor was asking for more evidence.</li> <li><b>All governors present agreed the threshold applications.</b></li> </ul>	



	AR and JB left the room.	
11.	<u>Confidential Item</u> <ul style="list-style-type: none"><li>• HM updated remaining governors on a confidential item.</li></ul>	
14.	Date of Next Meeting <ul style="list-style-type: none"><li>• Monday 8<sup>th</sup> February 2016 at 5.00 pm</li></ul>	
	The meeting ended at 7.50 pm	

  
21/3/16

