



## MINUTES

<b>Board</b>	<b>Full Governing Board</b>
<b>Date</b>	<b>22nd February 2018</b>
<b>Time</b>	<b>6.00 pm Student Voice 6.30 pm Board Meeting</b>
<b>Venue</b>	<b>Juniper Class</b>

### Governors attending

<b>INITIALS</b>	<b>NAME</b>	<b>ROLE</b>
LB	Libby Blake	<i>Chair of Governors</i>
RW	Robert Walkington	<i>Vice Chair of Governors, Chair of Finance &amp; General Purposes</i>
NW	Nick White	<i>Principal, Ex-officio Governor</i>
CB	Chris Bray	<i>Community Governor</i>
SA	Soshana Austin	<i>Community Governor, Chair of Curriculum &amp; Strategy</i>
SF	Steve Finch	<i>Parent Governor</i>
KW	Kirsty Wiseman	<i>Staff Governor</i>
EV	Elisa Valdez	<i>Staff Governor</i>
SB	Simon Blackburn	<i>Parent Governor</i>
KP	Katherine Priestley	<i>Community Governor</i>

### Governor apologies

KO	Kolawole Olounbanjo	<i>Community Governor</i>
IL	Isa Lopez	<i>Community Governor</i>
BM	Barbara McBrien	<i>Community Governor</i>

### Governor absences

RA	Richard Allalouf	<i>Parent Governor</i>
AA	Abi Agidee-Akunle	<i>Community governor</i>

### **Others attending**

JN	Jo Nyland	<i>SBM</i>
CA	Chris Allan	<i>Deputy Principal</i>
PM	Philip Matson	<i>Clerk</i>

### **Student Voice Presentation**

Student representative, George Coulman, presented an overview of student feedback on a range of issues, including enrichment activities, lunchtime arrangements and student accommodation. Governors asked a number of supplementary questions. NW agreed to consider the proposals put forward by GC, on behalf of the student body. Governors agreed that they would like to invite more students to talk to the governing body. Governors thanked GC for his excellent presentation.

### **1 Welcome and apologies**

LB convened the Full Governing Body meeting of the Parkwood Hall Cooperative Academy. The meeting commenced at 6.30pm.

Apologies and absences are recorded above.

### **2 Declarations of interests**

NW declared a possible interest as a member of the Kensington and Chelsea Schools' Forum. There were no other declarations of interest.

### **3 Notification of any other urgent business**

NW notified the governing body of one item of business.

### **4 Minutes of the last Full Governing Body (13th December 2017)**

#### **4.1 Accuracy**

KO's name should be recorded as present. BM's name should be recorded accurately. RA's absence should be recorded.

#### **4.2 Approval of minutes**

The minutes of the 13th December 2017 meeting were approved and signed by the Chair.

The Chair proposed that governing body minutes should be published on the school website. The governors agreed.

## 5 Matters arising

**NW informed governors** that he had made contact with the Chair of KASS. KASS would be asked to help identify a Cooperative governor. **LB informed governors** that she had met with the Chair of the Cooperative Society who offered to help find a Cooperative governor.

All other items were on the agenda of the 22nd February meeting.

## 6 Chair's urgent actions and correspondence

LB informed governors that she has received correspondence from the Minister for Academies. Chairs and Principals are encouraged to meet with the Regional Commissioner. The letter emphasises the expectation that academy finances are managed effectively, particularly with reference to developing effective procurement strategies. Reference was also made to constraining CEO salaries.

## 7 Committee Reports

### 7.1 Curriculum & Strategy

The Chair of the Curriculum Committee reported that members had scrutinised pupil progress and outcomes through interrogation of the school SIP and SEF. The development of the Gatehouse facilities and safeguarding had also been addressed. Governors noted.

### 7.2 Finance & General Purposes

The Chair of the Finance & General Purposes Committee reported that: the grounds maintenance contract was out to tender; architects had submitted specifications for the refurbished bathrooms; work was expected to be completed by the end Summer; the Scheme of Delegation is to be updated, with a F&GP committee authorisation of £40,000.

### 7.3 Safeguarding

The lead governor has completed two relevant training courses. Three members of staff have undertaken Level 3 Safer Recruitment training. All members of staff have completed Safeguarding training. Some staff have received physical (floor) restraint training; one incident of using floor restraint has been reported. New staff are inducted in the school's safeguarding and child protection policies and procedures. The CSR is complete and reviewed regularly by the lead governor.

Governors discussed how safeguarding should be scrutinised by the board. NW reminded governors that safeguarding is addressed in the Headteacher Report. It was agreed that governors should receive regular updates on the number of issues and their resolution and that they should be informed of serious incidents.

A governor asked if staff feel the training is adequate. The CPD at least meets OFSTED safeguarding requirements and feedback from staff indicates it is sufficient and appropriate.

## **8 Membership of the full governing board**

- A. LB reported that the Curriculum & Strategy Committee has been strengthened; CB is appointed as new Vice Chair with responsibility for leading on curriculum, and SA leads on strategy.
- B. Governors agreed unanimously that terms of office should run for four years from the time that governors were appointed.
- C. Governors agreed to complete a governor self-evaluation checklist. PM to distribute the checklist to governors.
- D. RW, LB and NW informed governors that they attended training on governance on 17th November. Governors agreed to complete online governor induction training. Governors considered the need to develop a governor induction pack - it was agreed that this was a Curriculum & Strategy committee responsibility.
- E. Governors expressed their contentment with the revised TOR for Admissions Panel. They confirmed that it should be overseen by the Curriculum & Strategy committee.

## **9 Top Ten Risks**

Governors discussed refining the document. The appropriateness of the risks was addressed. The need to embed cooperative values to support families in need was identified. The risks were discussed individually.

1. NW explained that providing temporary teaching rooms was less challenging than temporary accommodation. The financial implications of the loss of accommodation was discussed.
2. A governor questioned whether safeguarding was addressed adequately. It was agreed that the risk should specifically refer to students and non-students. NW emphasised that the risk referred to accidental injury. NW agreed to revisit the wording to ensure clarity.
3. The risk level is unchanged. A governor suggested that it should refer to "child, in or outside of school". NW emphasised that the risk referred to non-accidental injuries. NW agreed to revisit the wording to ensure clarity. Governors noted.
4. The risk level has increased. An OFSTED grade 4 judgement would make the school vulnerable to takeover by a MAT. NW explained that a RI judgement was more likely and would have less serious consequences. In response to a governor question, NW asserted that he expects a turn around by the beginning of the Summer Term.
5. The risk level is unchanged. Governors noted.

6. The risk level is reduced. Admissions are oversubscribed and boarding numbers are much more healthy. Governors expressed contentment.

7. There is no risk of a budget deficit. Governors noted.

8. An RI judgement is the most likely outcome of an OFSTED inspection over the next few weeks. Governors questioned NW about the likely impact of such a judgement.

9. The recent OFSTED visit indicates this as a reduced risk. Governors expressed contentment with the outcome of the OFSTED judgement.

10. NW explained that one member of staff is trained in critical incidents. A governor asked what actions were planned to reduce this risk. NW informed governors that wider SLT training will be provided. Another governor enquired about timeframe for training. Training will be undertaken by the end of June.

## 10 School self-evaluation and school improvement plan

Governors were informed of the self-evaluation judgements of a recent external review. The findings differ from the school's current SEF which will be reviewed and a package of consultancy support has been commissioned to ensure that issues identified quickly revert to a good prognosis. The main findings are as follows.

**Effectiveness of outcomes** was judged as RI. There is evidence of progress, but it is inconsistent. Improving tracking progress is identified as a priority for development.

**Quality of Teaching & Learning** was judged as RI. T&L is not good because of a lack of consistency in assessment to enable pupils to make good progress.

A governor asked how consistency in T&L can be improved rapidly. NW explained that the school is revising its recording and assessment policy. NW also highlighted the importance of a revised school improvement strategy.

**Effectiveness of Leadership** was judged as RI. School leadership needs to be more strategic.

**Personal Development, Behaviour & Welfare** was judged as Good, with outstanding elements. Pupil behaviour is outstanding, supported by effective staff modelling of behaviour. Areas for development include better data analysis and e-safety.

**Residential provision** was judged as good, with outstanding elements. Governors noted.

Governors considered progress against the SIP. One governor commended it for being values driven, straightforward and clear.

Another governor commented on the huge volume of work that the SIP identified. In response to a question regarding achievability, NW explained that the school will prioritise actions to maximise outcomes. Consequently, there may be some slippage with lower priority actions.

A governor asked how the leadership team will monitor progress. NW informed governors that termly monitoring processes are in place.

A governor inquired about training needs. NW told governors that CPD needs are identified in the SIP.

NW was asked what was being done to improve the consistency of at least good teaching and learning. SLT is working intensively with identified teachers to raise the quality of teaching and learning to at least good.

A governor asked what use the school intended to make of external support to improve the capacity of leadership. NW identified external consultants who will be utilised. Another governor expressed the view that leadership can become insular and inward looking; the desirability of collaborating with other schools was emphasised. NW agreed and confirmed that visits to other schools had been arranged.

The Chair of the C&S Committee commended the SLT for producing data in a form that governors could interrogate more effectively.

Governors thanked NW for the SEF/SIP review.

## **11 Headteacher Report (Spring Term 2018)**

- a) This was addressed in item 1.0.
- b) This was addressed in item 1.0.
- c) Governors noted that attendance levels were acceptable and that the number of exclusions was low.
- d) This item was addressed in item 7.3.
- e) Governors discussed the number of agency staff used and the length of contracts. They queried the impact this may be having on the workforce. NW explained that an increase in long term commitments had to be financially sustainable. NW gave an update on the recruitment to the Deputy SLIM post.
- f) This item was addressed in item 7.3
- g) NW referred to the briefing paper on GDPR previously circulated. Three options are explored - outsourcing, employing a DP, or collaborating with other schools. Governors agreed that the item should be considered by the F&GP committee.
- h) NW briefly updated governors on the implications of the Rochford Review. Governors noted.

Governors thanked NW for the report.

## **12 Use of Pupil Premium**

Governors asked how the school was targeting its PP funds. NW explained that the school proposed using £22,000 to provide additional therapeutic services to PP and LAC pupils. A governor enquired as to the rationale for this decision. NW explained that the impact of interventions with small groups of targeted pupils could be measured with some precision. Another governor asked why LAC pupils were included. Governors agreed that LAC pupils had experienced trauma and frequently displayed complex needs.

Governors agreed in principle to the proposed use of PP monies. It further agreed that costed proposals should be examined by the F&GP committee.

### **13 Decision on adoption of new teaching and learning values**

A governor asked how revisiting the School's values is promoting school improvement. NW explained that they are being reviewed and honed to help drive improvement,

- cooperative values (driven by the Board)
- school level values - core T&L values (developed by SLT).

NW described the school values as "The bible of how we do things". He identified them as

- learner focussed
- Can-Do - promoting independent learning
- nurturing
- optimism/expectations
- resilience.

Asked how these values will be applied practically, NW responded that they will provide a framework for more effective monitoring and assessment. A supplementary question addressed teachers' response to the revised values. KW explained that teachers found the reduced number of more tightly focussed values relevant and practical.

Governors were asked to adopt the new school values. They agreed unanimously.

### **14 Financial & premises update**

JN provided governors with financial headlines

- A healthy current budget surplus of £308,000
- An annual forecast carry forward of £560,000 - the result of a larger income (from higher student numbers) than expected
- staffing accounts for 78% budget (a healthy proportion of the overall budget)

JN outlined the forthcoming building and maintenance tasks, kitchen refurbishment and summer work.

### **15 Residential trips and visits**

In response to a governor question, Chris Allen outlined the 21st May Disney trip. No other residential trips are planned this academic year. Governors agreed that trips were a significant feature of the school and that governors should take an interest in them.

## 16 Policy update

The Chair explained that an analysis of statutory policies had revealed gaps. The Chair proposed that Judicium policy templates be adopted to fill these gaps. Judicium will update policies on a regular basis. Governors agreed to this proposal, with the proviso that the school's cooperative values overlay them. Governors agreed to decide how policy revision should be delegated to a future meeting.

## 17 Any other business

The Chair informed governors that the EFA have agreed to increase planned places to 96, resulting in an additional £70,000 in funding. A governor asked when it was payable. The NW agreed to find out.

Governors discussed the school's PAN. Governors decided to raise it to 100.

The Chair informed governors of a draft paper setting out a timeline (over 12 months) for developing a strategy for school growth. The Chair outlined its purpose and structure. Governors agreed that this piece of work should go ahead. Governors discussed the usefulness of commissioning an external project manager to support the work. It was agreed that this project should not distract school leaders from their focus on the school improvement drive.

The timelines for completion of the Gatehouse project and the refurbishment of the bathrooms were shared. Governors noted.

## 18 Dates and times of future meetings

The date of the next meeting was agreed for 21st June 2018, at 6.00 pm.

The Board meeting closed at 9.30 pm.

## Actions arising from 22nd February 2018 FGB

Agenda Item	Action	Lead Person	Target Date for Completion
8	Distribute governor self-evaluation checklist to governors	PM	March 2018
5	FGB minutes published on school website	NW	next FGB

SIGNED: Libby Blake  
(Chair of Governors)

DATE: 21<sup>st</sup> June 18