

**MINUTES OF THE MEETING OF THE
HEATHCOTE SCHOOL AND SCIENCE COLLEGE FULL GOVERNING BODY
HELD ON MONDAY 2 MARCH 2020 AT 7.00 PM
AT THE SCHOOL**

Present: Mike Ashwell (Chair) Co-opted Governor

Co-opted Governor

Joe Bolger
Mary Bunting
Paul Leslie
Jessica Hayes
Emma Prestedge

LA Representative

Cllr Mitchell Goldie

Headteacher

Emma Hillman

Parent Governor

Samantha Charles
Lauren Marchant
Helen Douglas
Arnold Williams

Staff Governor

Neil Hutchins

Clerk to the Governors: Jacky Potts

Also present: Julie Vazquez, School Business Director
Chris Mclean, Headteacher of Maths Department

The meeting started at 7.10pm

Summary of agreements and actions:

Minute reference	Formal agreements and/or actions identified	Named person(s) for action(s) identified	Completion date
2.1 and Matters arising (9.12.19 – Item 3.1)	Complete the pecuniary interest form	JM	When possible
3.1	Governor Services to note the resignation of Leanne Dunleavy as Parent Governor.	Governor Services	Immediate
3.2	MA to work with Sarah to advertise the Parent Governor vacancy	MA	Immediate
3.5	LM to submit her DBS application by Friday 20 March	LM	20 March

Minute reference	Formal agreements and/or actions identified	Named person(s) for action(s) identified	Completion date
3.5	AW to submit his DBS application by Friday 20 March	AW	20 March
Matters arising (9.12.19 – Item 5.2)	To liaise with Governor Services to determine that emails for Governors were up to date and that some Governors are not receiving emails with attachments	Clerk	Immediate
Matters arising (9.12.19 – Item 7)	To note FGM training scheduled for 26 March and Prevent training on the 19 May	All Governors	Immediate
Matters arising (9.12.19 – Item 7)	Alistair McCorkindale to be invited to next FGB in May 2020	EH	Immediate
Matters arising (9.12.19 – Item 20.3)	Delegation decision planner to be reviewed with GS	Governor Services	By End of April 20
5.1	Maths presentation slides to be circulated to all Governors.	EH	Immediate
6.1.2	Governors UNANIMOUSLY AGREED that the Chair and Vice Chair's would work with the Headteacher on a mandate which would be considered under Chairs Action to look at reducing PAN to six form entry	EH/MA/JB/MB	Immediate
6.1.2	To invite Howard Freed and Gerry Kemble to talk to Governors about academisation options at Governors Training day on 11 July 20.	EH	Immediate
9.3	Speak with Sarah Johnson to get GIAS details amended	MA	Immediate
9.4	To raise with the LA the categorisation of Black pupils	PL/MA/HD	Immediate
12.1	Governors to provide their nominations to LM for work experience opportunities for up to 20 x Year 10 students	ALL GOVERNORS	30 March 20
12.1	Governors to complete their visit reports and send to MA by 30 March 20	ALL GOVERNORS	30 March 20
13.2	HD agreed to assist the Chair with the recruitment process for the Co-opted Governor vacancy	HD	Immediate
16.	MA to make the change and send to Sarah to publish on the school website	MA	Immediate

Minute reference	Formal agreements and/or actions identified	Named person(s) for action(s) identified	Completion date
18.	<p>AGREED the following Policies:</p> <ul style="list-style-type: none"> • Critical Incident Management Plan • Equal Information and Objectives • Processes for school closure due to severe weather conditions • Health & Safety Policy <p>Policies will be issued accordingly</p>	EH	Immediate
19.	AGREED the SFVS statement and this will be submitted to the LA on the 27 March	SDB	27 March 2020
21.	<p><u>Date of next meeting</u> Monday 11 May 2020</p> <p><u>Agenda items:</u> Safeguarding – Alistair McCorkindale Timetabling and curriculum update</p>	Governor Services	
22.1	EP to post WhatsApp link to raise awareness that UCL Governor Network is offering free CPD training	EP	Immediate

1. WELCOME AND APOLOGIES FOR ABSENCE

- 1.1 The Chair welcomed all those present to the meeting and introduced Arnold Williams as the new Parent Governor. Arnold has a background in retail finance and Governors noted that Arnold would join the Resources Committee for the remainder of this academic year. Arnold was happy with this.
- 1.2. Apologies for absence were received and accepted from Barry Tutty, Leanne Dunleavy, Amanda Roper and Joanna Mahadoo.
- 1.3 The Clerk confirmed that the meeting was quorate with thirteen Governors present.
- 1.4 There were three additional items of Any Other Business which were taken at the end of the meeting.

2. DECLARATIONS OF INTEREST

- 2.1 Joanna Mahadoo is still required to complete and return her pecuniary interest form to Governor Services.

ACTION: JM to complete when she next able to do so.

- 2.2 There were no declarations made pertaining to any of the agenda items for this meeting.

3. GOVERNING BOARD

3.1 The Clerk confirmed there were now two vacancies on the Governing Body, following the resignation of Leanne Dunleavy with immediate effect. The Chair would like to thank Leanne for her time spent supporting the Governing Body.

ACTION: Governor Services to note the resignation of Leanne Dunleavy as Parent Governor.

3.2 The Chair will speak with Sarah Johnson to advertise the Parent Governor vacancy.

ACTION: MA to speak with Sarah Johnson.

3.3 The search to fill the current Co-opted Governor vacancy continues.

3.4 There were no disqualifications due to non-attendance.

3.5 The Clerk highlighted two governors whose DBS were not recorded with the school, these included Lauren Marchant and Arnold Williams. Lauren agreed to submit her application with immediate effect. Arnold having just joined the Governing Body, will start his DBS application process.

ACTION: Lauren to submit her DBS application to Strictly Education Limited by Friday 20 March.

ACTION: Arnold to submit his DBS application to Strictly Education Limited by Friday 20 March.

3.6 Mary Bunting advised that she had presented her DBS certificate to the school, which had not previously been recorded as received.

3.7 The Clerk highlighted that the following Governor term of office are due to expire this calendar year.

- Emma Prestedge (4 July 2020) and Neil Hutchins (13 September 2020)

4. MINUTES

4.1 Governors received the minutes of the Governing Body meeting held on the 9 December 2019 and subject to the amendment to 5.3.1 (Joskos have a further two-year contract), these were agreed to be an accurate record of the meeting. The Chair signed a copy of the minutes and these were retained by the school for filing.

4.2 Matters arising:

Minute reference	Formal agreements and/or actions identified	Named person(s) for action(s) identified	Action Status
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3.1	Governors to complete and return to Governors Services their completed pecuniary interest forms	PL/JM	PL had completed his. JM still to action
Minute reference	Formal agreements and/or actions identified	Named person(s) for action(s) identified	Action Status
4.2	To circulate Annual Work Cycle Plan	EH/MA	Completed.
5.2	To advise Governor Services if hard copies of meeting papers and agendas are required	Clerk	Clerk to check email list with GS as some Governors had not received the emails
6.	Presentation (Ms. Bashal) slides to be circulated to Governors	EH	Completed
7.	Survey monkey to be sent to all Governors to determine date for Governor Training	MA	Completed. The date for Governors training confirmed for Saturday 11 July 2020
7.	Prevent and FGM training to be organised for Governors.	NH	FGM training confirmed for 26 March. NH to email governors. Prevent Training by the LA scheduled for 19/5 All governors to consider attending.
7.	Alistair McCorkindale to be invited to next FGB on 2020	EH	Deferred to next FGB
11.1	Approved minutes from FGB meeting to be uploaded to school website	EH	Completed
12.3	To raise with Governors Services the issue of some Governors not receiving attachments	MA	Duplicated. Relates to 5.2 above
14.	To circulate Governing Body Annual Effectiveness Report	MA	Completed
15.	Chair to circulate the Skills Analysis to Governors	MA	Completed
16.	To advise Clerk of Governor training attendance	All Governors	Completed. Report is generated by GS and sent upon request
17.	To organise Link visits with Sarah Johnson and nominated SLT members	All Governors	Completed. Governors reminded to set up their LINK visits. Governors expected to make two visits each year

Minute reference	Formal agreements and/or actions identified	Named person(s) for action(s) identified	Action Status
			Schedule, including dates is now held with Sarah
19.3	To include appropriate wording on criteria for R&R awards in the Pay Policy and to be taken as Chairs Action.	EH/MA	Completed
20.3	Delegation decision planner to be reviewed with GS	MA	Ongoing. Document currently with LBWF Finance awaiting approval

4.3 Minutes from committees including:

4.3.1 Resources Committee 13 January 2020

MA appraised Governors of the following:

- Health & Safety
- IT Plan and 3 Year strategy
- LA Audit
- Sickness
- Wellbeing for Staff
- Kier issues with cleaning the school buildings

4.3.2 Governors noted that the new HR Manager is profiling based on leavers, sickness and maternity leave.

4.3.3 Behaviour, Attitude and Personal Development Committee 20 January 2020

JB appraised Governors of the following:

- Interventions
- Progress on Attendance
- Presentation from Heads of Years

4.3.4 Quality of Education 20 January 2020

JH appraised Governors of the following:

- Curriculum update
- Lesson observation report
- Year 11 Intervention Strategy
- Approved Educational trip to Poland
- Thanks to Ben Abbott for excellent prep for meeting and arranging a visit to the school for JH.

4.4 Matters Arising

No items to report.

5. CORE SUBJECT MATHS PRESENTATION FROM CHRIS MCLEAN (HEADTEACHER OF MATHS)

5.1 The Chair welcomed Chris McClean who gave a presentation to Governors on the performance of the Maths Department covering:

- Challenges upon arriving
- Outcomes from Maths Review 26 June 2019
- Questions raised from the Maths Review
- Opportunities
- Points of Reflection
- Challenge week/Set Changes
- Enrichment
- Year 11 Headlines
- Year 11 intervention
- Current Year 7 data

Governors raised the following questions:

Q. Performance from last year to this year, is it up or down?

A. It is hard to make an accurate assessment, like for like on last year slightly down. Will know better once 2nd and 3rd papers are marked.

Q. Research indicates that by teaching children in sets, the gaps get wider?

A. We are definitely considering mixed ability groups in Year 11. It is very difficult to have mixed abilities throughout all the years, but we are looking at how this can be addressed moving forward.

Q. What about Year 7, is there any potential there?

A. English have mixed ability in Year 7. It could be considered for Maths as primary schools already stream meaning the students are already used to this.

Q. Is there an issue about EAL in Maths?

A. There is an EAL base line test, but students tend to fall short on the problem solving questions.

Q. What additional resources can you draw on?

A. More feedback and breaking down the answers. As their English improves it helps to improve their understanding of Maths.

Q. Consistency of teaching and marking. Have lesson observations been put in place?

A. We use MER for this and use books to ensure they are marking according to our standards, to ensure students are getting appropriate feedback. I am satisfied that students are getting feedback, but in some classes this is not detailed enough.

Governors thanked Mr. Mclean for his presentation and requested that his slides are circulated to Governors.

ACTION: EH to circulate the slides to Governors.

6. HEADTEACHERTEACHER'S REPORT (circulated in advance of the meeting)

6.1 Governors noted that there were two questions raised in advance of the meeting, these included; search arches and pupil numbers.

6.1.1 **Q. What are your reflections on the use of search arches, given we now have some experience of using them? Should we continue to use them and with same/different frequency?**

A. Search arches are well-organised by school and supported by Police. Pupils are generally good-humoured and anecdotally appreciate that they are designed to make them feel safe. They do not like having aerosols and food confiscated. I would like to do three per year, but this is dependent on Police availability. We target different year groups based on intelligence at the time. Governors would be welcome to come and see one in action.

6.1.2 **Q. Please can you expand on the issues you're experiencing around pushing back against mid-term admissions? Is LBWF proving supportive or responding as you'd hope?**

A. This is very pertinent in light of today's admission figures (165 offers made – with a potential further eight. We will need to discuss this further and agree certain actions. I do not feel the LA have responded quickly enough to the concerns I have raised, but feel confident Lindsay Jackson will support us moving forward due to the financial implications as a starting point. I am waiting for some clarity on the growth fund and how this would work if we were to take some actions re PAN reduction. The growth fund is proposed as **£197,723** for 20-21.

Governors discussed the issues surrounding the school reducing its PAN to a six form entry and felt that they could support a future decision, however, they were concerned that they had no understanding of the budgetary information. In addition, the Headteacher advised that consideration would need to be given to the feasibility of running three buildings and the reduction in staffing levels. A decision would need to be made quickly as she would be unable to finalise the timetable until she was aware of the number of admissions the school would take in September 20.

Governors **UNANIMOUSLY AGREED** that the Chair and Vice Chair's would work with the Headteacher on a mandate which would be considered under Chairs Action, subject to further financial detail and immediate advice from Lindsay Jackson on why the school needed to make a quick decision.

Governors asked the following questions:

Q. Is there an argument to cap other forms at 7 forms of entry, not just Year 7, or we are prone to mid-term admissions?

A. The focus is on Year 7 right now, but consideration could be given to other years, but this would require discussion with the LBWF Pupil Numbers team.

Q. Would there be an opportunity to let the new Humanities building?

A. There would be all sorts of issues around safeguarding and security.

Q. Is there a plan for possible academisation?

A. No not all. There has only been limited conversation with the Chair of Governors as a response to a discussion about the benefits of maintained schools. The intention is that Governors will get the chance to discuss the options further on the Governors Training Day on the 11 July 2020. The Headteacher **agreed** to arrange for Howard

Freed and Gerry Kemble to talk to Governors about the pros and cons of academisation, so they have a balanced view on which to make a decision.

ACTION: EH to invite Howard and Gerry for Governor Training Day on the 11 July 20.

Q. Are you able to say “No” to mid term admissions?

A. Yes, I have turned down two admissions this year if there are specific safeguarding or challenging behavior issues – these are then referred to the Fair Access Panel for consideration.

Q. Are school exclusion reports and history of students shared with the school?

A. If a student has been permanently excluded they cannot apply through normal channels. All school and fixed term exclusion reports are requested before a child starts at the school.

6.1.3 Governors noted that the school does not want to consider being a replacement for the Outreach Provision which is shutting at South Chingford Academy. However, they have expressed an interest in providing a Social Inclusion Unit as part of the borough strategy. The proposal would be that this is for pupils with emotional needs who did not reach the threshold for Hawkswood. There would be funding attached, although at the moment it is unclear what that would be.

Q. Is there any way a PRU could be partitioned away from the main school site?

A. At present, the Head does not feel this would be in the school’s best interests for many reasons. This could also be a deterrent if we are trying to attract people to the school.

6.1.4 Governors agreed to look at the alternative provision proposal outlined above when it arrived and decide next steps.

6.1.5 Governors were reminded about the Mural Celebration evening on the 12 March and encouraged to attend. The local press has been invited.

6.1.6 Governors noted there had been a reduction in exclusions. More detailed information will be provided to the next BAPD committee meeting.

6.1.7 Relationship, Sex and Health training will take place on 23 March 20. Samantha Charles is the lead for the Governing Body. Deadline for implementation is September 2020. Governors agreed to attend the Parent Consultation event (once date is set) and requested that they be notified of any negativity towards the implementation of RSE immediately.

6.1.8 Governors thanked the Headteacher for her detailed report.

7. TIMETABLING AND CURRICULUM UPDATE, including PLANNING FOR STAFF RESTRUCTURE

7.1 Governors noted that the Headteacher had met with the timetabler to reduce the timetable from six 50 minute lessons to five 1 hour lessons as per feedback from stakeholders. This was only changed in order to fit in a 9th GCSE subject for the current Year 11 as 8 does not allow them the same opportunities as other pupils in

the borough. Two examples will be produced, based on the status quo and the new model. All strategic planning had been based on seven forms of entry and she would now ask for timetables to be produced based on six forms of entry. More information will be available at the next FGB meeting.

Q. At what point will staff know about the situation with PAN?

A. Information shared with Governors had not been shared with staff as of yet.

8. SIP AND SEF UPDATE

8.1 Governors noted that SLT would be completing the SIP on Tuesday 3 March. All the progress data will be analysed against the mid-term data.

9. TO RECEIVE ANALYSE SCHOOL PERFORMANCE (ASP) DATA

9.1 The Governing Body were presented with the Secondary Inspection Data Summary Report (IDSR) which is produced by Ofsted, dated 25 February 2020. The Headteacher advised that as she had only just received this information and that the SLT had not had the opportunity to discuss.

9.2 Governors noted that there was nothing included in this report which was not already known and there was no information included for English and Maths progress. It was noted by Governors, that this report is automatically generated based on the school's data and only certain sentences are triggered and appear in the report.

9.3 The Chair noted his name was missing from the IDSR report and took the action to speak with Sarah Johnson to correct this.

ACTION: MA to speak with Sarah Johnson to get GIAS details amended

9.4 Governors raised concern that the categorization for black pupils only included Black Caribbean or Black African, with no reference to Black British and felt that this was in total breach of the Equalities Act 2010. Governors agreed to raise this with the LA.

ACTION: PL/MA/HD to raise issue with the LA

10. STAFFING PLAN

Taken as a confidential item.

11. RELATIONSHIPS, SEX & HEALTH EDUCATION (UPDATE)

Covered under 6.1.7.

12. LINK GOVERNOR REPORTS

12.1 Governors noted that a number of visits had been undertaken in the last week.

- **Safeguarding/LAC**

No report was available at the meeting. MG met with NH and the report is currently in draft form. He was confident with the safeguarding practice in the school. Some actions were highlighted and a further visit is diaried. The single central record is up to date, which incorporates a separate section for governors.

- **SEND**

SC confirmed that her visit is rescheduled for Wednesday 4 March.

- **H&S**
The report was circulated at the meeting. The Chair carried out a joint inspection on 28 February 2020. It was noted there was a lack of control around risk assessments and central recording. Staff also need to be reminded to report accidents. The SBD is to introduce a central dashboard. The Chair raised concern about the condition of the site and confirmed that he was working with Andrew Hill, a consultant who is responsible for the PFI contract.
- **Outward facing community engagement**
The report circulated at the meeting. HD updated governors on her findings, in particular the significant reduction in the number of complaints received from the local community.
- **Citizenship**
No report was available at the meeting. LM updated on her visit on the 2 March and agreed to email all governors in relation to work experience opportunities for 20 x Year 10 students, one day in April.

ACTION: ALL Governors to contact LM with nominations by 30 March 20.

ACTION: ALL Governors to complete their visit reports and send to MA by 30 March 20.

13. GOVERNING BODY SKILLS ANALYSIS

- 13.1 Governors noted the analysis circulated in advance. Although there is a good mix of skills and strengths on the Governing Body, there is an obvious gap in HR and Governors with experience in leading (Charing) committees. It was noted that there needs to be more focus on succession plans for key roles, especially the Chair.
- 13.2 Governors expressed the need to include the above skills in the advert for the current co-opted Governor vacancy.

ACTION: HD agreed to assist the Chair with the recruitment process.

14. FEEDBACK ON COMMITTEE REVIEW EXERCISE

- 14.1 MA shared the feedback from the committees who completed the governance exercise, the following areas were discussed:
- What works well
 - Things the Governing Body can do more of and better
 - Ongoing issues with emails (not all governors accounts are working) and missing attachments or FGB meetings
 - Need to broaden and rotate committees, build in succession
 - Timings of meetings, try to reduce duration
 - SLT preparation is of high quality and comprehensive
 - The need to challenge more and evidence this in minutes
 - Ensure the SIP is challenged at committees
Meetings to be limited to 2.5 hours
 - Better management of agendas, including timings per item
 - Management of emails and reduction of traffic, stop using reply ALL

14.2 Governors felt the activity was useful and agree to repeat at least once per year.

15. GOVERNOR TRAINING – UPDATE PROVIDE BY GOVERNOR SERVICES

15.1 The current training log was circulated to Governors in advance. The training is provided by Governor Services and is part of our yearly subscription.

15.2 Governors need to ensure they sign up for training to meet any skill gaps. There is a gap in Safer Recruitment and GDC exclusion training. More governors are required to undertake exclusion training to ensure there is more cover at GDC panels.

15.3 The Chair organised Finance training which was delivered by Lindsay Jackson prior to the FGB on March 2. The training was well received for those who attended.

16. 18/19 ANNUAL GOVERNANCE STATEMENT

Governors **agreed** to the document, pending the deletion of the sentence relating to London Weighting. MA agreed to make the change and the document would be published on the school's website. The Chair would like to thank Amanda Roper for her support and help in preparing this document.

ACTION: MA to make the change and send to Sarah to publish on the school website.

17. FINANCE

17.1 Q3 Update

The SBD tabled the return which was sent to the LA and reminded Governors that they still had to decide what the **£60k** Capital would be spent on.

Q. Is there a list of critical IT equipment which needs to be replaced?

A. This has not been decided by SLT, the deadline is the 30 March.

17.2 Cash Flow Update

Governors noted that there was no current issue with the cashflow, the school is very careful in terms of spending.

Q. Are we classified as a school in difficulty?

A. There is a lesser focus on us as there are other schools in the borough with bigger deficits that they are concentrating on. However, once the new budget is presented we are likely to be back in that category as there is a potential for a deficit in 20/21.

Q. What % of school budget is spent on staffing?

A. Whole staffing figure is 72% which is in line with other schools.

Governors commended the SBD on achieving the savings, but noted that this had only been achievable as surplus staff and SLT members had covered vacancies. Going forward if the vacancies are filled it will be difficult to present a balanced budget.

Q. Can we not refuse to pay Kier until they carry out what is required by the school?

A. We could, but not sure how far we would get. The payment is top sliced from the school budget and we have no control over that.

Governors supported this approach. It was noted that the school had been actively working on getting issues with Kier resolved. In addition, the Chair is meeting weekly with Andrew Hill who is the LA representative dealing with Academy Services, HCP who are the Special Purpose Vehicle (SPV) and Kier.

18. POLICIES FOR RATIFICATION

18.1 Critical Incident Management Plan

Approved at Resources. Governors **AGREED** to ratify.

18.2 Equal Information and Objectives

Equality objectives are included in this policy. Approved at Resources Committee. Governors thanked the school for changing the equality information on page 11.

Q. Will governors have sight of the consultation for Relationship & Sex Education?

A. Yes, will go on line. Letter will be sent out to parents that the school is about to undertake consultation. Governors **AGREED** to ratify.

18.3 Processes for school closure due to severe weather conditions

Governors **AGREED** to ratify.

18.4 Health & Safety Policy

Governors **AGREED** to ratify pending amendments to appendix.

19. SCHOOLS FINANCIAL VALUE STANDARDS (SFVS)

19.1 Governors noted that following discussions with Finance and peers at Willow Fields School, the SBD had amended the figures for numbers of staff which brings the school broadly in line with other schools. SBD to benchmark with another school in the borough.

Q. Are these budget forecasts for this year?

A. No, it is a dashboard which shows whether the school is compliant. Next year this will be factored into our work plan, so that we can complete in a timely manner.

Governors noted the amount of work that had gone into compiling the document and were happy that it was a robust document. Governors **AGREED** to ratify the document.

20. SCHOOL MONITORING LETTER

20.1 David Kilgallon from the LA had issued a letter to the school on 17 December 2019 which fulfills their statutory responsibility to monitor school standards. Based on data, the school had been graded YELLOW. The Headteacher indicated she was happy with this and was in line with expectations. The LA will review the school twice per year.

20.2 Overall as YELLOW rated school, the LA believe that the school has the leadership capacity to implement effective strategies to ensure continuous improvement and weaknesses as they arrive.

20.3 Governors noted the rating an NO immediate action is needed at this stage.

21. CHAIRS ACTION

Nothing to report.

21. DATE AND AGENDA ITEMS FOR THE NEXT MEETING

21.1 Date of next meeting

7pm Monday 11 May 2020 at the school.

21.2 Agenda items:

Safeguarding – Alistair McCorkindale

Timetabling

Curriculum update

22. ANY OTHER BUSINESS

22.1 Governors noted that the UCL Governor Network is offering free CPD training in house. Link has been sent on WhatsApp group.

ACTION: EP to send the link.

22.2 Governors were advised that information on the Coronavirus information from the LA had been sent to parents. The school is taking all the necessary precautions.

Q. What is the issue of refunding the deposit if the school trip to Poland does not go a Headteacher?

A. We would have to look at the small print on the travel insurance and discuss with Legal.

Q. Is the school making proactive arrangements for key groups, such as Year 11, if the school is forced to close?

A. The school will make decisions based on this as and when the situation changes. It is impossible to speculate at this stage but the school will ensure all groups are considered in terms of welfare and progress if the pandemic gets worse.

The meeting closed at 10.00pm

CHAIR (Print)

..... (Signed)

..... (Dated)

Chair's Initials:

Chair's Initials: