

**MINUTES OF THE MEETING OF THE
HEATHCOTE SCHOOL AND SCIENCE COLLEGE
FULL GOVERNING BODY
HELD ON MONDAY 19 JULY 2021 AT 7.00 PM (VIRTUAL)**

Present: Mike Ashwell - MAL (Chair) Co-opted Governor

Co-opted Governor

Cathy Burns – CBS
Stephen Jacobs – SJS
Shryene Yansen – SYN
Paul Leslie – PLE
Barry Tutty - BTY

Headteacher

Emma Hillman - EHN

Parent Governor

Arnold Williams - AWS
Helen Douglas – HDS
Andy Campbell – ACL
Johanna Mahadoo - JMO

Staff Governor

Andre Henry - AHY

Clerk to the Governors: Jacky Potts - JPS

Also present: Julie Vazquez – JVZ (School Business Director)

The meeting started at 7.00pm

Summary of agreements and actions:

Minute	Formal agreements and/or actions identified	Action By	Due Date
Minute 4.2 7.6.21	To provide a simple layout of information on GovernorHub to Donna Miller, LBWF	EHN	September 2021
3.1	Governors Services to note the election of Andrea Corbett as Co-opted Governor.	Governor Services	Immediate
4.	Governors to diary 31 August as a provisional meeting to discuss the return to school taking account of Covid guidance	Governors	31 August
7.	HR Manager to be asked to provide data on leavers based on their background, i.e. Teachfirst.	EHN/HFD	Immediate
12.3	To consider the schedule of committee meetings and speak to Governor Services about adequate clerking cover.	EHN	Immediate
12.4	AGREED: Governors approved the 1265 and structure of day, start and end time.		
15.	AGREED: Governors approved the Privacy notices for publishing on the school's website.		
	DATE AND AGENDA ITEMS FOR THE NEXT MEETING 27 September 2021, 7.00pm		

Chair's Initials:

	Agenda Item <ul style="list-style-type: none"> • Behaviour Policy • Presentation on Exit Interviews • 		
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1. WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed all those present to the meeting.

- 1.1 Apologies for absence were received and accepted from Mitchell Goldie, Lauren Marchent and Samantha Charles.
- 1.3 The Clerk confirmed that the meeting was quorate with eleven Governors and the Headteacher present.
- 1.4 There was one item for Any Other Business heard at the end of the meeting.

2. DECLARATIONS OF INTEREST

- 2.1 There were no declarations made pertaining to any agenda items for this meeting.

Andrea Corbett joined the meeting at 7.06pm.

3. GOVERNING BODY

- 3.1 The Chair introduced Andrea Corbett as a perspective co-opted governor and invited her to introduce herself. Her profile was available for Governors on GovernorHub. Andrea left the meeting whilst governors voted. Governors unanimously elected Andrea Corbett as a Co-opted Governor and she rejoined the meeting.
ACTION: Governor Services to note the election of Andrea Corbett as Co-opted Governor.

3. MINUTES OF THE LAST MEETING

- 3.1 Governors received the minutes of the meeting held on 7 June and agreed these as an accurate record. The Chair will arrange to sign these electronically on GovernorHub.

Minute	Formal agreements and/or actions identified	Action By	Due Date
3.2	To note the resignation of Natalie Phillips, Parent Governor	Governor Services	Elections to be run in September. Governors were concerned to note that no parents had volunteered and questioned why this was. It was felt that parents' inability to visit the school due to closures had severely impacted any ability to build relationships. Governors suggested a variety of ways that the school could consider in order to attract more interest
4.2	To provide a simple layout of information on GovernorHub to Donna Miller, LBWF	EHN	September 2021
5.15	Andy Campbell to be invited to the next Staff Wellbeing meeting	EHN	Autumn Term

Chair's Initials:

7.2	To determine if Governors can attend the LA QA visit on the AP	EHN	Due to the short notice, governors were unable to attend.
8.	BAPD to discuss the role of the LA in the exclusion process and representation of the child at hearings as part of the work on the Exclusions Policy and Strategy	EHN	EHN had asked for this to be discussed.

4. To receive the minutes of committee meetings held this term:
Resources, 05 July 2021

The Chair of the committee advised that the following key items had been discussed:

- Finance – forming task and finish group
- Tree Survey works
- Cash Flow
- Wifi Update
- Bluehouse Field

EHN advised that the staggered start to the school term had also been discussed at Resources Committee. The school will be offering tests at Chingford Assembly Hall and pupils can come to school following one test. Tests will be offered weekdays as well as weekends. Wellbeing interviews will be undertaken with all pupils on a one to one basis.

Governors were updated on the recent meeting with the LA in relation to Covid and the impact of this on the return to school in September. The school are planning to timetable on a return to normal, but this may have to be reconsidered. A further meeting is scheduled with the LA on the 27 August.

Q. Is the problem that people are having to isolate?

A. There are more cases among children and it is spreading quicker. They are getting sick, but there are different symptoms, similar to hayfever, and symptoms of Diarrhea.

Governors agreed a provisional date of 31 August, following the LA meeting, to discuss what the requirements will be for school returning and how they can provide support.

ACTION: Governors to diary 31 August for provisional meeting on return to school.

BAPD, 12 July 2021

Governors were advised that the Deputy Headteacher had taken committee members through the new Behaviour Policy and the only concern raised was governors' involvement at operational level, it was felt that there could be a conflict of interest and needed to be completely independent of the process.

EHN said that the reason for this was that if governors got involved at an earlier stage and suggested what else the school could do it would prevent any conflict at GDCs. The process suggested was a Governor Panel including the child and family before any consideration of an exclusion. This would be a different panel to that of

the GDC. It is an opportunity for the family to talk to governors and where governors could challenge the behaviour. Governors were still concerned about being involved in the process and wanted to trust the school to put steps in place.

It was considered that feedback from BAPD would be made to the FGB on 29 September 2021.

Quality of Education, 12 July 2021

Additional governors are required on this committee.

- Positive response from new staff at the induction
- Discussion around lesson observations and introduction of processes

5. SCHOOL KPIS

5.1 EHN presented the school's KPIS 'Where we were, where we are, where we want to be'. She thanked governors for the questions raised.

Q. Correlations around academic achievement and absence?

A. There is a correlation, but it is difficult to make objective analysis over last 2 years due to Covid. For instance parents have been encouraged to keep their children at home if they have been asymptomatic. Year 11 attendance has pulled attendance down to 93.8% as they did not come into school for exams. Without them attendance would be 95% which is the highest the school has been. There are good strategies in place but we cannot analyse impact. We need a normal year to enable us to do this, however, early indicators are we improving.

Persistent absence is still an issue and needs to be tackled next year, part of this is to do with challenging families and mid term admissions.

Q. Can you explain Attainment 8 and Progress 8?

A. EHN outlined what the difference was between them and highlighted the figures in Appendix 4 on GovernorHub.

The reason the figures have gone down is because Teacher Assessed Grades and Centre Assessed Grades are not real. A normal year with exams would be needed to work towards the ambitious targets the school has set itself.

Attainment 8 is average score of 8 GCSEs.

Ebac figure had increased to 52%, against a government target of 75% which is too high for the school to achieve. A challenging year Yr8 into Yr9 so will find it difficult with academic subjects so the school will need a broad and balanced curriculum.

Q. Legacy issues have some bearing on these figures? How many years have you been Head for?

A. This is my fourth year. Year 10s joined at the same time as I did. They are ambitious targets, which will need to be signed off in September.

6. SLT RESTRUCTURE

Governors noted that the school is not moving away from BAPD and QoE framework, which matches the Ofsted framework. Governors noted that the school had a much more diverse leadership team.

7. STARTERS AND LEAVERS

EHN presented the information to governors and responded to questions raised ahead of the meeting.

Q. What contingency is in place for those leavers in critical roles who are not being replaced?

- Director of sixth form, an existing staff member will be moving into this role via a reorganisation.
- Behaviour Support Roles to be replaced by pastoral support roles attached to year groups
- KS3 English lead has been replaced through assimilation
- TAs are on fixed term contracts and these will be replaced, there is no reduction in staff.
- Science technician not being replaced as this is a part time role, which will be reviewed.

Staff turnover is 10.6% against 13.7% in 2019/20, which is below the target of 15%
A presentation on exit interviews will be presented to governors in Autumn.

Thank you to governors who have been involved in the exit interviews. All paperwork should be sent to HFD.

Q. Which background are teachers leaving from, i.e. Teachfirst, etc.

A. One person leaving is Teachfirst Teacher who has complete 3 years at the school and another is leaving for promotion another returning to Italy.

Q. How many teachers teaching subjects they are not actually trained in?

A. No one is teaching completely out of subject, they are their second subjects. This can be presented next term, but is not concerning.

ACTION: EHN to ask the HR Manager to breakdown the leaving data to include background of teachers.

8. TIMETABLE MODEL

Governors noted that the model had been presented at Resources Committee. The Headteacher explained the timetable model.

- 7 classes for maths
- DT is limited by resources and H&S. 8 classes.
- PE classes of 30
- 68 of lessons will be taught in mixed ability class groups
- How do we ensure quality of teaching is good at the top end and those with EHCPs.
- Yr9 is more expensive to run, are over 6 FEs smaller groups
- Yr10 8 English, 8 Maths and each option groups have 8 different subjects.
- Dance and music continuing next year, but if numbers do not increase then consideration will need to be given as to whether these subjects can continue.
- Sixth form is best fit based on numbers expected in September.

Governors were invited to raise any questions to EHN outside the meeting.

9. LEADERSHIP REVIEW REPORT

- 9.1 The Headteacher presented the report which had been received following the recent visit of senior leaders from other schools. In summary, there was lots of positive feedback. Inconsistency is a theme and this will be focussed on next year. The main themes will be incorporated into the SIP and SEF.

There were three lessons of concern around quality of teaching and learning. Of those, 1 teacher is leaving and SLT are aware of the issues concerning the other 2 teachers and will consider how to feed back to those individuals.

10. PUPIL DATA – SUBMITTED TAG OUTCOMES

- 10.1 Governors noted that the school had undertaken an extremely robust and challenging process. She presented the ALPS1 data and advised that the challenge would be for HoDs to ensure that when formal exams return, pupils can actually achieve the levels.

- 10.2 The challenge for GCSEs was to look at the areas that had not done well and make sure there is a plan in place for next year. She reminded governors that they needed to be aware that this was not real data.

- 10.3 The next step is appeals, of which there is a process. The school had done everything they could to prevent appeals and were not anticipating a significant number. They would be required to undertake the first part of the appeal before it was sent to the exam board to consider further.

Q. As we are likely to have some kind of process like this in the future, is there anything we should be doing to train teachers to become better assessors?

A. I believe exams will take place next year, but with a reduced content. Part of the staff survey is asking what support they would need.

Q. How are BAME students doing against other groups? What checks and balances have we made on this?

A. Every staff member has undertaken unconscious bias training. There is not a clear theme that a particular group is under achieving.

11. SEF AND SIP SCHEDULE

Governors noted that the draft SEF and SIP will be circulated to staff first and that the deadline had been extended. Drafts will be available for governors at the beginning of next term/end august.

12. SCHOOL DAY AND 1265 FORMAL AGREEMENT

- 12.1 EHN presented to Governors and advised of the following:

- Queens platinum jubilee falls within half term, so teachers can have an extra bank holiday. The LA have proposed Tuesday 4 May 2021.
- Open evening 6 October, governors to attend if it is face to face.

- 12.2 Governors discussed the number of committee meetings and agreed to look at reducing the number of meetings for 2022/23. EHN agreed to discuss the proposed scheduled dates for meetings in 2021/22 with SLT and to come back to governors with proposals.

- 12.3 Governors also questioned whether there was more business the school could do within their own delegated powers, negating the need to come to governors, allowing governors to consider strategic decisions only. The SBD advised that the scheme of

delegation stipulates the financial power the school has. The new LA policy has been circulated and the SBD agreed to consider the limits to determine if these could be changed.

ACTION: EHN to revert to SLT on the scheduled dates for BAPD, QoE and Resources Committee meetings and speak to Governor Services on the availability of clerks and will come back with proposals.

In response to a Governor's questions, EHN advised that religious holidays are not static each year and, therefore, training days could not be allied with these holidays as they have already been agreed for this year.

12.4. 1265 Formal Agreement

EHN advised that the school are retaining some of the positive aspects of Covid which had benefitted the school:

- They will continue to use both entrances and staggered start for pupils
- Breakfast will need to be pre-booked
- Tutor time moved to end of day
- Staff given appropriate notice to arrange childcare – start 8.35am on two days

AGREED: Governors **approved** the 1265 and structure of day, start and end time.

13. **ALTERNATIVE PROVISION REPORTS AND QA VISIT**

Governors noted that the visit had now taken place and the school were awaiting the written report, although they had received positive verbal feedback. Governors extended their thanks to the Deputy Headteacher and the team for their hard work on running The Oaks.

It had previously been agreed that the Alternative Provision would be a standing agenda item to be discussed AP at BAPD meetings.

14. **STAFF WELLBEING**

EHN updated governors on the meeting held the 23 June 2021. Two main priorities for 2021/22 will be to establish and embed Mental Health first aiders and to devise an effective Stress Reduction Policy.

Due to their experience in Mental Health, both Andy Campbell and Andrea Corbett were encouraged to support the school in this area.

15. **GDPR**

Governors were advised that Privacy notices needed to be approved and published on the website on an annual basis.

AGREED: Governors approved the Privacy notices for publishing on the school's website.

16. **PREMISES**

The SBD updated governors on the following:

- Fire Review – awaiting final report, but positive verbal feedback.
- CCTV – Kier have brought the upgrade of the main building and car park forward by one year as the current system is poor. This is currently out to

tender and following a response from Kiers, costs will need to be considered by governors either through a phased approach or possible match funding.

Q. *Will the school have to upgrade the cameras they are responsible for?*

A. *Yes, but the dead spots are predominantly in the main building.*

Concerns around CCTV are not in the other buildings. Kier have stressed that their cameras are for security and not behaviour and safeguarding, which is the school's priority.

17. SAFEGUARDING AUDIT

17.1 Governors noted that the Safeguarding Audit had been undertaken on Wednesday 14 July and the written report is awaited, although verbal feedback had been useful, including the message that children feel safe at Heathcote. There are a number of priorities to be addressed next year and will be incorporated into the SIP. NH's role will change to a strategic safeguarding role.

17.2 The school have recently had four issues which have led to MESH referrals. Domestic Violence appears to be a major issue.

17.3 A governor raised concerns about girls and the treatment of BAME pupils and that he will be asking questions around these two groups when the report is made available to governors. EHN advised that not all pupils had confidence that teachers knew how to deal with name calling and this needs to be addressed as part of training.

17.4 The school had recently completed a detailed Section 11 form which had gone to the LA, who are analysing returns in order to develop a strategy to support schools over the next year. Heathcote did not appear on the Everyones' invited website, the LA were concentrating on those schools who were named.

17.5 Governors were invited to read the Ofsted report on Colchester grammar who had now been classed as inadequate due to a toxic environment on safeguarding.

17.6 The Peer on peer review is not analytical report and is a key target for NH next year.

18. CONFIDENTIAL ITEM – RESTRUCTURE APPEAL OUTCOME an
Covered under confidential items.

16. DATE AND AGENDA ITEMS FOR THE NEXT MEETING
27 September 2021, 7.00pm

MAL thanked those governors who had completed the survey following the governor training day. Results indicated that most governors favoured a mixture of virtual and face to face meeting. It is proposed that board meetings would be held face to face in school and committee meetings virtually, unless there are exceptional circumstances. Those not in favour of this proposal should advise MAL.

As JMO had recently moved to Kent it was accepted that she should be exempt and could attend meetings virtually.

17. ANY OTHER BUSINESS/CONFIDENTIAL ITEMS

17.1 Governors noted the successful applications for a drama club group with access to and theatre; £10k for PE department. In addition the school were part of a TFL project which brings lots of opportunities for work experience in the built environment.

- 17.2 Link Governor reports will be important for any ofsted inspection from September 2022. Governors need to ensure that these are completed and returned to SJ.

MAL thanked everyone for their contribution and support this year, which had been a particularly difficult year. Notes from the governor day to be circulated as soon as they are available. There is a need to lead more strategically next year and preparation for Ofsted will be a priority.

He also thanked EHN and her team for their hard work.

EHN thanked the governing body for their support in what had been a difficult year. She advised that the SLT Training day on 31 August will focus on how they can lead the school strategically.

AHY left the meeting at 9.12pm

Chair (print)

..... (sign)

..... (date)