

Soaring Skies Federation

MINUTES

Full Governing Board Meeting Thursday 11th October 2018, 6pm Thomas Fairchild Primary School

Governing Body Membership: Adrian Boyd, Annie Wright, Breanainn Lambkin, Caroline King (*Executive Headteacher*), Claire Barton, Dona Henriques (*Vice Chair*), Kelly Durcan, Kofi-Mills Bampoe, Laila Torsun, Margaret Nambi, Paddy Cassidy (*Chair*).

Members Present: Adrian Boyd, Annie Wright, Breanainn Lambkin, Caroline King (*Executive Headteacher*), Claire Barton, Dona Henriques (*Vice Chair*), Kelly Durcan, Kofi-Mills Bampoe, Laila Torsun, Margaret Nambi, Paddy Cassidy (*Chair*).

Apologies: Annie Wright, Claire Barton – maternity leave

Observers: Heather Smith (*Head of School*), Sanjeev Lakhanpall (*Soaring Skies Finance Manager*)

Clerk: Chenelle Morgan

Part 1: Non-Confidential – Main Business	
1.	Governing Board Organisation
1.1	<p>To welcome all governors, record attendance and apologies: Paddy welcomed the Governing Body to the first FGB meeting of the new academic year.</p> <p>Apologies were received in advance from Annie Wright and Kofi-Mills Bampoe; Governors consented to their absence.</p> <p>It was noted that Claire Barton is on maternity leave.</p> <p>Heather Smith (<i>Head of School</i>) and Sanjeev Lakhanpall (<i>Soaring Skies Finance Manager</i>) were in attendance as observers.</p> <p>It was noted that Paddy was required to leave the meeting to attend a school event; therefore, the meeting would be chaired by Dona from 7.25pm.</p>
1.2	<p>To declare and note any declarations of interest in items on the agenda and to declare business interests on the annual register of pecuniary interests: It was noted that there were no declarations of interest on any agenda items.</p>
1.3	<p>To review membership of the Governing Board, committees and link Governors' responsibilities:</p> <p>The Federated Governing Body of Soaring Skies Federation consists of the following members:</p> <ul style="list-style-type: none">- Annie Wright- Breanainn Lambkin- Caroline King (<i>Executive Headteacher</i>)- Claire Barton- Dona Henriques (<i>Vice Chair of Governors</i>)- Kelly Durcan- Kofi-Mills Bampoe- Laila Torsun- Margaret Nambi- Paddy Cassidy (<i>Chair of Governors</i>)- Adrian Boyd <p>Paddy advised that due to relocating, Annie Wright has decided to resign from the governing</p>

body. Therefore, an advert has been circulated for the vacant position; this has been placed on the Governors for Schools website.

Committee membership was confirmed as follows:

Finance and Resources Committee:

- Adrian Boyd
- Breanainn Lambkin
- Caroline King (*Executive Headteacher*)
- Claire Barton
- Dona Henriques
- Kofi-Mills Bampoe (*Committee Chair*)

Teaching and Learning Committee:

- Annie Wright (*Committee Chair*)
- Caroline King (*Executive Headteacher*)
- Laila Torsun
- Kelly Durcan
- Paddy Cassidy (*Chair of Governors*)

Action 1: Clerk to circulate record of Link Governors, which was agreed at the first Soaring Skies Federation FGB.

2. Minutes of the Last Meeting and Action Taken

2.1 To approve the minutes of the last meeting held 12th July 2018 and review progress of actions from the action log:

The minutes were reviewed, with an update on completion of the following actions:

- **Action 1:** Action is outstanding.
- **Action 2:** Action is outstanding; it was agreed that this be deferred to the Resources Committee.
- **Action 3:** The EHT advised that the FM contract remains unsigned by HLT, however Hackney has undertaken an audit undertaken of other schools with the same contract. EHT and Heather met with Mike Coleman, who highlighted the lines of enquiry for the audit; the EHT advised that the service remains, despite the contract remaining unsigned. Awaiting decision/outcome of audit.
- **Action 4:** Action is outstanding; Paddy emphasised the need to ensure compliance with GDPR requirements. It was agreed that Dione Daniels present this at the next FGB meeting.
- **Action 5:** It was noted that the GDPR training did not take place at the start of the term, however staff have been made aware of the requirements and were provided with a guidance document.
- **Action 6:** Action is outstanding; it was agreed that Dione Daniels present this at the next FGB.
- **Action 7:** Action completed; Heather reviewed the colour coding and changed the column to 'Progress on Track'.
- **Action 8:** Good news stories have been included in the newsletters across both schools and data is presented in the same format on the school websites. It was noted that comparisons of attainment in each school, against the national average has been presented to parents. Paddy emphasised the need to share other good news within the schools to parents. Action to remain open.
- **Action 9:** Action completed
- **Action 10:** Additional resources meetings have been scheduled and the deficit recovery plan has been discussed in length.
- **Action 11:** Action completed; exit interviews were completed.

Breanainn provided an update on the exit interview held with a 'strong young teacher' and advised that the reason to move on was to 'discover herself'; this teacher expressed a love for teaching, however experienced a challenging year, due to a period of no access to online resources; as a result the teacher was required to utilise 'old school' flip board methods, which was a challenge. This teacher advised that

	<p>alternative career paths are now being explored. Breanainn described the interview to have ended positively.</p> <p>Paddy provided an update on exit interviews held and advised of receiving positive feedback. Staff expressed their reason to move, was to further career opportunities. Staff noted that there is good communication across the schools, challenging behaviour is managed well and teachers are well supported. Staff also expressed gratitude to the leadership teams across the schools.</p> <ul style="list-style-type: none"> • Action 12: Action completed; new dates were circulated by Paddy. Governors were encouraged to let Paddy know if they would like to attend training this year. <p>There were no queries on accuracy and the minutes were agreed.</p>
2.2	<p>To consider any matters arising from the minutes not included on the agenda: There were no matters arising.</p>
2.3	<p>To note any urgent action taken since the last meeting, if any (chair to report): No urgent action taken since the last meeting.</p>
3.	<p>Election of Chair and Vice Chair The clerk advised of the need to email the governing body to request written nominations for the role of Chair and Vice Chair, in advance of the next FGB. This is in accordance with the NGA guidance, to ensure each member of the governing body is fully aware of the impending election and has an equal chance to stand.</p> <p>It was noted that written nominations be sent to the <u>clerk</u> at least one week before the election at the FGB scheduled on 6 December 2018.</p> <p>It was further noted that on the day nominations will be accepted, if there are no written nominations received in advance of the meeting.</p> <p>Governors who are employed at the school as a teacher, or another member of staff are not permitted to stand for election. Governors may self-nominate, however if nominating another governor, they should seek their approval before submitting the nomination.</p> <p>Action 2: Clerk to send notice for election to the governing body.</p>
4.	<p>Review of Terms of Reference for FGB and Committees Paddy advised that the ToR for both committees have been completed.</p> <p>Action 3: Paddy to send the draft ToR for both committees to the clerk for circulation.</p>
5.	<p>School Improvement Partner – Gill Brady</p>
5.1	<p><u>Review of Annual Summaries</u></p> <p>Colvestone: Overall, the outcomes at Colvestone Primary school are positive, however the need to increase the percentage of children achieving greater depth, will be an area of focus for 2019.</p> <p>Gill highlighted the following key points:</p> <ul style="list-style-type: none"> • EYFS achieving above the expected. • Governors to note and monitor KS1 outcomes. • There is an increase in proportion of children that met RWM combined at KS2 - 71% achieved the joint figure, which is above Hackney and national average. This is an improvement from last year, however if reading was higher it would have been an outstanding level of attainment. • The standardised KS1 reading score is above the national average, with a 5 point improvement from last year. <p>Governor question: Is there anything specific done within the KS1 cohort, to produce such high</p>

results?

Response: The EHT advised that this particular cohort was already recognised as a high attaining KS1 cohort.

- Outcomes in maths was very high, with 36 achieving the greater depth standard; however it was noted that an updated submission for pupils at greater depth in writing will be reflected in the September release.
- Colvestone has worked very hard at improving outcome, which was demonstrated by the successful Ofsted outcome.
- Leaders have a good understanding of the quality of teaching across the school and the books evidence a high quality of work.
- Strong emphasis at improving outcomes for disadvantaged pupils.
- Leaders understand their impact on the outcomes of the school. It is important to increase the capacity of leaders.
- Governors are working with HLT to reduce budget deficit; HLT is monitoring the schools progress.
- Attendance management is at a high standard and Colvestone must aim to continue this.
- Development of middle leaders and ensuring more pupils make good progress from their starting point.
- Strong attainment in Phonics; most children enter year 2 with the basics for reading.

Gill advised that Colvestone has developed over the course of the year; however, due to being a 1 form entry school, it is greatly affected by the cohorts.

Governor question: Does the low attainment for SPAG have an impact on writing?

Response: Gill advised that the writing outcome is not affected. It was noted that the outcome for writing was accurate and commended Anna and Breanainn as moderators. Gill advised that this has happened in a few other schools, so is not unusual.

Thomas Fairchild:

Gill highlighted the following key points:

- Ofsted carried out a 2 day section 5 inspection before Christmas and judged the overall effectiveness of Thomas Fairchild as 'Requiring Improvement' in most areas; however, Ofsted judged early years and behaviour as 'Good'.
- Thomas Fairchild could have a further Ofsted visit, to review the progress since the inspection in December 2017.
- It is important to see leaders at all levels have an impact on teaching and learning for 2018-19 going forward; this will aid the drive for improvement across the school.

Governor question: Do leaders feel the urgency to work hard to improve the school?

Response: Gill advised that not all leaders have the same drive to improve the school; however, in order to move Thomas Fairchild from 'Requiring Improvement' to consistently 'Good' will require a concerted effort from *all* involved, in a timely way. Gill noted that Thomas Fairchild must be judged as good by the end of the school year.

- The big driver this year is to sustain good outcomes across KS2, improve the quality of teaching and clearly demonstrate strong progress across the school.
- It is important for senior leaders to consistently model good practice, especially for those who are new to the teaching profession. Gill advised of the need for work to be completed with urgency and depth.
- There will be a thorough review of compliance this year, to show that the school is consistently good.
- It is important for Governors to bring challenge to leaders and undertake the link visits.

Action 4: EHT and Heather to compile a schedule for link governors, highlighting the link areas and date of visits.

Gill offered the governing body training on effectively carrying out link visits, provide challenge

and support to draft a short report after the visit.

Governor question: Is it likely that Thomas Fairchild will not be judged good at the end of the year?

Response: Gill advised that the school is currently receiving an intensive level of support from HLT; this is less intensive than last year, however there is still work required to move to an enhanced level of support; HLT will look at outcomes, quality of teaching and impact of leadership in order judge the school as 'Good'.

- EYFS children have made strong progress
- There are strong outcomes for KS1, which is above the national average for expected standards, however slightly below the national average for greater depth.
- Aim for year 3 outcomes to be sustained

Intensive level of support has been introduced, in order to improve the combined outcome; however progress scores are not as positive as envisaged.

Gill advised that overall scores need to be much closer to zero.

Governor question: Is Thomas Fairchild the only school below zero?

Response: Hackney has a number of very high attaining schools, however there are some schools which are below the expected standard.

- Very strong teaching in year 6, however targeted teaching required for some children on the threshold.
- Attendance will be tracked across the year at the HLT TAG meetings; additional support will be given through employed attendance officer.

Gill emphasised the importance that attendance is improved, as an Ofsted visit would not judge behaviour as good, with attendance below the national average. Thomas Fairchild attendance is currently 95%, however the national average is 96% and above.

Targets for 2018-19:

- Secure consistently good or better teaching so rates of progress accelerate
 - Develop the maths curriculum further including improving pupils' reasoning skills
 - Develop systems for assessment across the wider curriculum
 - Develop leadership at all levels across the federation
- Raise standards at the end of KS2 by ensuring that more pupils make good progress from starting points in all subjects
- Accelerate the progress of pupils eligible for the PPG in KS2
 - Reduce fixed term exclusions

5.2 Headteachers Performance Management Panel

Gill advised of the need to form the Headteachers Performance Management panel and highlighted the importance scheduling this immediately after half term.

The following governors were confirmed as panel members:

- Dona
- Paddy
- Claire – currently on maternity but will be contacted for availability.

Action 4: Paddy to propose dates for the Headteachers Performance Management Panel.

6. Core Business – Head teacher's Report

6.1 Leader's report - Head of School

Data Overview and Headlines for Colvestone and Thomas Fairchild:

Action Plans were circulated in advance of the meeting.

The EHT advised that leaders have submitted their action plans, which are in line with the single action plan from HLT. It was noted that this submission has been focused on having quantitative data. The EHT further noted that improving lines of accountability has been an area of focus since the start of term.

Governor question: Do teachers see the need for writing objectives and being committed to them?

Response: The EHT advised that targets are to be pinned on their desks; leaders are also working to very tight deadlines through a change in the EHT's day to day activities, targets and training.

Adrian emphasised the need to have a focus on the top 5 targets, rather than listing targets and not giving equal focus to deliver on all of them. It is important that targets are manageable.

Heather noted that many targets are linked together.

Paddy noted the need to be clear in terms of what staff are required to do, in order for leaders to hold staff accountable. It is important to implement something different from last year, in order to see a change and impact across the school.

Governor question: What is different this year, which will help to make a rapid improvement for the children at Thomas Fairchild?

Response: Heather advised that the school has become a calmer and more purposeful environment for both staff and pupils; this has had an impact across the school, however it is important to have stamina to continue utilising the various structures for continuous improvement.

Governor question: Who is ultimately responsible for the quality of teaching at Thomas Fairchild? It is important for that person to attend the FGB meetings to present the monitoring process to governors.

Response: This is happening at different levels; however, ultimately the monitoring information is presented to Heather and Caroline.

Governor question: Is the monitoring process different compared to last year?

Response: Heather advised that there is still room for improvement on the monitoring process.

Paddy emphasised the need to discuss the monitoring process at the FGB meetings and ensure staff are utilising the required processes.

Governor question: How will governors know that this is happening?

Response: Heather advised that discussions from SLT meetings will be recorded in minutes, along with a formal schedule of book looks and teaching observations. Heather emphasised the need to formalise regular discussions with senior leaders.

Kelly suggested to compile the various conversations and monitoring of staff, to be evidenced in the teacher's profile; this will allow contribution to the teacher profiles from all leaders.

Governor question: How regular are teachers provided feedback?

Response: Currently once per week.

Paddy emphasised the need to maintain regularity and rapidly improve as a part of the team.

Pupils on roll: comparison with 2017 data

The EHT advised governors that there is a falling roll at Thomas Fairchild; this year there are 42 less children at the school, compared to this time last year. This falling roll is a concern for Thomas Fairchild and Heather has reviewed projected numbers of pupils. It was noted that the impact of the falling roll will be more apparent on the school budget for the next financial year.

Heather highlighted that the October census is important, as this will contribute to the setting of the budget.

	<p>Strategies to improve the falling roll, include:</p> <ul style="list-style-type: none"> • School visits to be advertised more frequently, with more options to tour and view the school. • Parents to be invited to school events more regularly. • Information regarding assessment data to be shared in newsletters and the school website.
6.2	<p>To review Whole School Performance Data Summary Addressed in agenda item 6.1.</p>
6.3	<p>To review SDP priorities for 2018/19 Addressed in agenda item 6.1.</p>
7.	<p>Update on TAG meeting held 27 September 2018</p> <p>The recent TAG meeting was positive; the meeting discussed where the schools is, what needs to happen and how to ensure the right level of support is in place from Hackney. HLT highlighted the need to offer support to alleviate areas/matters which distract Caroline and Heather's focus on improving attainment across the federation.</p> <p>It was noted that Thomas Fairchild is making good progress.</p>
8.	<p>Update from Committees:</p>
8.1	<p><u>Update from Finance and Resources Committee held 27 September 2018</u></p> <p>Minutes from the recent Finance and Resources committee will be circulated after this meeting. It was agreed that this be addressed under item 10.</p>
9.	<p>HR Matters:</p>
9.1	<p><u>To review staffing across the Federation</u> Discussed under item 10.</p>
9.2	<p><u>To review the Colvestone restructure proposal</u> Discussed under item 10.</p>
10.	<p>Finance, Premises and Health & Safety</p>
10.1	<p><u>To review the 2018-19 Budget</u></p> <p>Sanjeev advised governors that the budget is being tracked at the deficit level, however the budget is broadly on track.</p> <p>Sanjeev provided an overview on the 6 monthly budget monitoring of Colvestone; this was completed with Asha from HLT.</p> <p><i>It was noted that the spreadsheet is based on actual figures.</i></p> <p>Expenditure highlights:</p> <ul style="list-style-type: none"> • ICT: projecting to be over budget, due to purchasing new IT resources across the school. • Energy: need to review the meter readings, as currently receiving estimated bills. It is aimed to have actual meter readings submitted for exact electricity bills. <p>Income highlights:</p> <ul style="list-style-type: none"> • Losing PPG funding. • Fewer children will qualify for the school journey subsidy. • Aim to recoup school dinner money and ensure the school is not incurring debt for the provision. • Catering is low due to unbanked income; it was noted that this is not debt; the EHT advised that recharges are being carried out monthly. <p>It was noted that the Thomas Fairchild 6 month budget monitoring summary will be provided at the next Finance and Resources meeting.</p>

	<p>Action 6: Thomas Fairchild 6 month budget monitoring summary to be presented by Sanjeev at the next Finance and Resources Committee meeting.</p>
10.2	<p><u>To review the Deficit Recovery Plan</u></p> <p>A meeting took place last week with Sanjeev, Caroline, Kofi, Adrian, and Asha to discuss the deficit, suggest ways to reduce this over the 5 years and how to generate income.</p> <p>It was noted it is key, to commence the restructure at Colvestone as soon as possible. Gill has been working with Karen and a 4 option model has been developed, which involves a reduction of staff and covering the school with the wraparound care.</p> <p>The following was noted:</p> <ul style="list-style-type: none"> • Reduce support staff by 3 • Consider whether pay grades can differ between the 2 schools • There is currently £30,000 in overtime paid to support staff; the draft model gets rid of this and allows coverage throughout the day. <p>Gill advised that it is not possible to reduce the deficit <i>without</i> a reduction of staff.</p> <p>Governors highlighted the following:</p> <ul style="list-style-type: none"> • The need to work towards breaking even on the deficit by 2019-20. • The danger of having a target under a restructure which may not be met. • The need to ensure JDs are written correctly. • The need to be sure that the model is viable for the school. • The need to ensure this work is completed within the required timeline <p>Gill advised that there will be additional pressure at the next TAG, if the model is not finalised by mid-November 2018.</p> <p>Adrian suggested to cost a few scenarios before the next FGB.</p>
10.3	<p><u>Update on Finance</u> Addressed in item 10.2</p>
10.4	<p><u>Update on Premises</u> No update.</p>
10.5	<p><u>Update on Health and Safety</u></p> <p>It was noted that all fire drills have all been completed across the federation.</p>
11.	<p>Review of Policies and Procedures</p>
11.1	<p><u>Safeguarding and Child Protection Policy</u></p> <p><i>The draft Safeguarding and Child Protection policy was circulated in advance of the meeting and copies tabled.</i></p> <p>Governors agreed to ratify the policy, pending amendments highlighted in yellow. It was noted that this will not affect the content of the policy</p>
11.2	<p><u>Anti-Bullying Policy</u></p> <p>Anti-bullying Policy Governors agreed to ratify the policy.</p> <p>Action 7: Clerk to check link governor allocations which were agreed at the first FGB of the federation.</p>
12.	<p>Governance Matters</p>
12.1	<p><u>To review the governing board training needs 2018/19</u></p>

	Action 8: Clerk to send Sanjeev email relating to governors training.
12.2	<p><u>Update from any training attended</u></p> <p>No update.</p>
13.	Any Other Business [if any]
13.1	<p>To consider items of urgent business. The clerk or chair must be notified of any urgent business in advance of the meeting:</p> <p>The EHT advised of a stage 2 absence hearing next week Tuesday 16 October, 9am at HLT; Adrian is currently on the panel, however 2 additional governors are required.</p> <p>Laila agreed to re-arrange work commitments to attend, however the remaining governing body members indicated that they are unable to attend.</p> <p>Caroline requested for Gill to arrange a governor from another school, to attend the panel meeting. Gill agreed to find another governor, however highlighted the inability to form a panel as a poor reflection of governance and support for the federation.</p>
13.2	<p>To note the dates of future meetings of the governing board: Note dates, along with additional dates (graduation):</p> <p>The scheduled autumn term meeting dates are as follows:</p> <ul style="list-style-type: none"> • Thursday 15 November 2018, Teaching & Learning Committee (<i>Thomas Fairchild Primary School</i>) • Thursday 6 December 2018, Full Governing Body (<i>Colvestone Primary School</i>)