

Burdett-Coutts & Townshend Foundation Church of England Primary School

Full Governing Board Meeting

Thursday, 28 March 2019, 5:00pm
Rochester Street, Westminster, London, SW1P 2QQ

Register of Attendance

Present
Mr A Woodward ('Chair') Foundation Governor – Appointed by the London Diocesan Board for Schools Expiration of Term in Office: <i>31 August 2019</i>
Mr W Walter ('WWa') Foundation Governor – Appointed by the London Diocesan Board for Schools Expiration of Term in Office: <i>12 July 2020</i>
Rev. Catherine Duce ('RCD') Foundation Governor – Appointed by the Parochial Church Council of St Stephen with St John Expiration of Term in Office: <i>19 November 2019</i>
Rev. G Buckle ('GBu') Foundation Governor – Vicar of St Stephen with St John Ex-Officio Governor (appointed in March 2014)
Mr P Carrivick ('Co-Vice-Chair') Local Authority Governor – Appointed by the Westminster City Council Expiration of Term in Office: <i>10 July 2021</i>
Mrs R Dyer ('Headteacher') Headteacher Ex-Officio Governor (appointed in February 2014)
Mr S Brickell ('SBr') Elected Staff Governor Expiration of Term in Office: <i>25 September 2019</i>
Apologies and Late Arrivals
Ms L Playford ('Co-Vice Chair') – Joined the meeting at 5:25pm. Foundation Governor – Appointed by the Trustees of the Burdett Coutts & Townshend Foundation Expiration of Term in Office: <i>7 March 2021</i>
Ms J Bates ('JBa') – Joined the meeting at 5:21pm and withdrew from the meeting at 6:35pm. Foundation Governor – Appointed by the Deanery of Westminster Expiration of Term in Office: <i>23 January 2023</i>
Miss A Johnson ('AJo') No Apology received Foundation Governor – Appointed by the Trustees of the Burdett Coutts & Townshend Foundation Expiration of Term in Office: <i>28 April 2022</i>
Mrs S Butcher ('SBu') – Apologies received and accepted. Elected Parent Governor Expiration of Term in Office: <i>11 October 2019</i>
Virtual attendance
Mrs N Bowles ('NBo') Elected Parent Governor Expiration of Term in Office: <i>5 March 2021</i>
Advisors present at the Meeting
Neil Cressey ('Bursar') School Bursar
Sascha Lee ('AHT') Assistant Headteacher
Ammar Ahmed ('Clerk') Covering Clerk

Part 1 Minutes

1. Opening prayer, welcome and introductions, and acceptance or rejection of any apologies received prior to the meeting

- 1.1. The meeting, being quorate, was started by the Chair, who asked Rev. G Buckle to offer the opening prayer at 5:00pm. The Chair welcomed the governors to the meeting.
- 1.2. The Chair informed the governors that he had received apologies from Mrs S Butcher. The Board **accepted and approved** these apologies. Mrs L Playford and Ms J Bates had conveyed her apologies for late arrival.
- 1.3. The Chair informed the governors that Mrs N Bowles had requested to join the meeting virtually. The governors **approved** the request from Mrs N Bowles to join the meeting virtually.
- 1.4. There were **no further apologies or absences** to note.

2. Declarations of interest, pecuniary or otherwise, in addition to those already noted within the Register of Business Interests 2018-19

- 2.1. The governors did not make any declarations of conflicts of interest, pecuniary or otherwise in relation to any item on the agenda, which have not already been noted within the Register of Business Interests for 2018-19.
- 2.2. The Clerk made a general declaration that he is the Assistant Company Secretary and the Clerking Service Manager for the London Diocesan Board for Schools ('LDBS'); and the Company Secretary for the LDBS Academies Trust and the LDBS Academies Trust 2.

3. Approval of the minutes from the previous Full Governing Board meeting and any matters arising that have not already been covered on the agenda

- 3.1. The minutes from the previous Full Governing Board meeting had been circulated with the agenda. The minutes were **approved** as a true and accurate record of the meeting, subject to the following amendments. The Chair **duly signed and dated** the minutes.
- 3.2. Amendments (all amendments are highlighted in red)
- 3.3. The Clerk noted that **no amendments** were raised by the governors.

3.4. Matters arising not covered on the agenda for the meeting

- 3.5. The Clerk noted that all matters arising from the minutes had been covered within the agenda for the meeting. All actions arising from the meeting had been completed.

4. Report from the Chair and the Vice Chairs

- 4.1. The Chair stated that he had met with the Senior Leadership Team to discuss the long-term strategic options available for the school.
- 4.2. The Chair also informed the governors that he had written to the Westminster City Council ('Local Authority') informing them of the finding issues being faced by the school. The Chair had not received a response.

- 4.3. The Chair and the Headteacher will be meeting with the Chair of the Burdett-Coutts and Townshend Foundation Trust ('the Trust') to update them on the financial position of the school on Monday, 1 April 2019.

5. School Budget

- 5.1. The Bursar informed the governors that the Local Authority has not finalised the allocations to all the income streams, which has resulted in the school not being able to produce a finalised budget.
- 5.2. However, the Bursar stated that even if the Local Authority decides to increase the income in specific streams, the school will still need to reduce its expenditure in several categories to meet the tight financial confines of 2019-20. The school is still expecting to set a deficit budget, with an in-year deficit of approximately £41,000.
- 5.3. The Bursar explained that the primary reason for the reduction in the school's income is because of the falling school roll.

**Clerk's note – Mrs N Bowles joined the meeting at 5:18pm.*

- 5.4. The Bursar provided a detailed analysis of the expected income and the expected expenditure for the school. The Bursar informed the governors that the school had carefully analysed the different expenses to ensure that efficiencies were achieved to narrow the deficit in the budget.

**Clerk's note – Ms J Bates joined the meeting at 5:21pm.*

- 5.5. Specific enrichment activities, such as drama therapy may have to be discontinued due to the budget reductions for 2019-20.

**Clerk's note – Ms L Playford joined the meeting at 5:25pm.*

- 5.6. The Bursar also informed the governors that since completing the budget documents for the Full Governing Board meeting, the school has been given £13,500 additional income by the Local Authority.
- 5.7. The Chair stated that the school has an obligation to submit the finalised budget plan to the Local Authority by 31 May 2019, however, as the Local Authority have not finalised the income from all budget streams the Governing Board may need to defer the approval of the budget to the May 2019 Full Governing Board meeting.

ACTION – The Chair to ensure that the approval of the budget is added to the agenda for the next Full Governing Board meeting in May 2019.

- 5.8. The Chair pointed out that depending on the proposed extra income that the school is expecting to receive, the school is likely to have an in-year deficit of approximately £19,000, rather than £41,000. The Bursar remains confident that the school's in-year deficit may be reduced further once the Local Authority finalises the budget streams.
- 5.9. The Headteacher stated that even if the school manages to set a zero-deficit budget, the Strategic Group should continue to meet in order to explore long-term options for the school given the falling roll numbers at the school and within Westminster.

- 5.10. In **response to a question** from the governors regarding the expenses that have shown increases year on year, the Bursar informed the governors that the increases in services were in line with salary increases.
- 5.11. In **response to a question** from the governors regarding the building projects, the Headteacher stated that the school has submitted applications for grants to refurbish the toilets and the other areas as per the conditions survey. This has been indicated as an expense in the proposed budget and the school hopes that the expenses will be offset by income from the grants. The Headteacher also informed the governors that the school has had to reduce the budget for the enrichment and extra-curricular activities.

6. Update from the Strategic Group exploring the longer-term options for the school

- 6.1. The Strategic Group informed the governors that they have been exploring options as per the ambit set by the Full Governing Board at the previous meeting.

6.2. Option A – Move to a one-form entry school

- 6.2.1. The Strategic Group agreed that Option A seemed to be the best option for the school in the short to mid-term, but the Strategic Group would need to further explore the practicalities regarding the implementation of the new staffing structure appropriate for a one-form entry school.

6.3. Option B – Additional support from the Trust

- 6.3.1. The Strategic Group felt that this may not be a viable option as the Trust is unlikely to be able to provide continual support, such as support for staff salaries, but is likely to be able to assist with one-off projects, like capital projects or curriculum development projects.

6.4. Option C – Collaboration and sharing with other schools

- 6.4.1. The Strategic Group has explored this option with the LDBS, who have explained that several schools within the local area are facing similar issues, as a result of which collaboration would not be financially viable.
- 6.4.2. The LDBS has also expressed its desire that it does not wish to close any Church of England schools within the area. As a result, the LDBS does not favour any proposals by the school to merge with another local school.

6.5. Option D – Join a larger multi-academy trust

- 6.5.1. The Strategic Group has been advised that joining a larger academy trust is not a viable option for several reasons. Chief among the reasons are that all larger trusts require prospective schools to meet certain requirements one of which is that the school does not have a deficit budget.
- 6.5.2. Additionally, larger trusts are known to impose a specific staffing structure on all joining schools and may also require specific dress codes, which may not fit with the school's ethos or culture, or even get the approval from the Trust.

6.6. Option E – Marketing and advertising the school

- 6.6.1. The Strategic Group has been analysing strategies that the school can use to distinguish itself from other local schools. The Strategic Group concluded that the school's heritage,

facilities, equipment, performance in the Ofsted inspection, and its diverse enrichment opportunities, which are offered to all the pupils in an inclusive manner, give the school really strong marketing and advertising opportunities.

6.6.2. The Headteacher highlighted that all physical advertisements have to adhere to conservation guidelines imposed by the Local Authority due to the heritage status of the school building and the local area.

6.7. Option G – Developing alternative income streams

6.7.1. The Strategic Group continues to explore development of alternative income streams and will be asking the Trust to consider this at their Annual General Meeting in further depth. The Strategic Group has considered the possibility of opening a nursery (targeting under 3-year olds) or developing residential accommodations that can be let out and will be presenting both options to the Trust for further deliberation.

6.8. Option H – Creating capacity to expand the school to provide Key Stage 3 teaching

6.8.1. The Strategic Group has also considered the option to expand the school to provide Key Stage 3 teaching. The Headteacher highlighted that the falling pupil numbers will filter to the expanded Key Stage 3, continuing to affect the finances of the school.

6.9. In **response to a question** from the governors regarding whether the location of the school creates a barrier to further advertisement, a governor responded that the location of the school is equivalent to other local schools within the area but can be improved by marketing the school.

6.10. The Strategic Group finished their report by stating that once the options have been narrowed down, the Strategic Group would encourage the school to consult with all its stakeholders to select the best option for the school's future.

**Clerk's note – The Bursar withdrew from the meeting at 6:05pm.*

7. Presentation from the Assistant Headteacher on Key Stage 2 provision at the school

7.1. The AHT delivered a presentation on Key Stage 2 provision at the school. The AHT explained that the Year 4 are on target to meet their end-of-year targets for Reading, Writing and Mathematics in both expected standard and greater depth.

7.2. The school has joined a moderation group with St Clement Danes Church of England Primary School for writing to allow staff to collaborate and share best practice.

7.3. The Year 5 are on target to meet their end of year targets for Reading, Writing and Mathematics in both expected standard and greater depth. The class teacher has developed a detailed plan to support the pupils and raise achievement across Year 5 by seeking additional class time from Senior Leadership Team ('SLT') members.

7.4. The Year 6 are on target to meet their end of year targets for Reading, Writing and Mathematics in both expected standard and greater depth. The school remains focused on developing writing within Year 6 as per its School Improvement Plan and has been liaising with local schools to share best practice.

7.5. The Year 6 class teacher had developed plans to improve and raise the achievement of the pupils. The pupil premium pupils receive dedicated tutoring from mathematics tutors. The

book club is extremely active and encourages all pupils to read. The school has also organised a debating club for the pupils and will be taking the pupils to experience live debate.

- 7.6. In **response to a question** from the governors regarding whether the school has put into place any strategies to assist pupils meet their end of year targets in Year 5 and Year 6, the AHT stated that the school analyses results from regular assessments to develop tailored plans to support each pupils. The school implements strategies based to ensure that all pupils are pushed to achieve their potential and adjusts the pupil's end of year targets depending on the progress made by the pupil.
- 7.7. The Headteacher stated that the school will develop a presentation to explain to the governors what strategies the school implements when a pupil does not meet their end of year targets.
- 7.8. The Headteacher also stated that the school receives support from the LDBS Primary School Advisor, who challenges the SLT to ensure that all procedures and practices provide the pupils with the opportunity to meet their end-of-year targets.
- 7.9. In **response to a question** from the governors regarding whether the outcomes of the analysis are fed back to the parents of the pupils, the Headteacher stated that the school sends a termly report to the pupil's parents to ensure there is an effective dialogue between the school and the parents.
- 7.10. In **response to a question** from the governors regarding the use of the teaching assistants, the Headteacher stated all teaching assistants are line managed by the school's Special Educational Needs & Disabilities Coordinator ('SENDCo'). The SENDCo delivers appropriate training to ensure that all teaching assistants are aware of the policies and teaching methods within the school. The school determines whether the teaching assistant would provide one-to-one support or lead a specialised area of the curriculum, such as phonics or mathematics. All teaching assistants have regular appraisals to ensure that the teaching assistants continue to develop professionally.

8. Headteacher's Report to the Governing Board

- 8.1. The Headteacher stated that the term dates have been altered to accommodate the availability of the safeguarding trainer. The motion was **proposed** by the Headteacher and seconded by the Co-Vice Chair and **unanimously approved** by the Governing Board.
- 8.2. The Headteacher invited the governors to attend the Mathematics Mastery session on 2 April 2019 at 9:00am.
- 8.3. The Headteacher stated that pupils have really enjoyed the Science Week, Red Nose Day, the Book Day among other key dates throughout the Spring Term.

**Clerk's note – The Ms J Bates withdrew from the meeting at 6:35pm.*

- 8.4. The Headteacher delivered a short presentation for the benefit of the governors verbalising her written report to draw attention to specific items. The Headteacher drew the attention of the governors to the research projects in which the Reception class and Key Stage 1 is involved. The school is also subject to extensive external monitoring offered by the LDBS and the Local Authority. The school's pupils attended the Royal Albert Hall as part of a mass choir at the Proms Praise for Schools.

- 8.5. The Headteacher also drew the attention of the governors to pupil attendance at the school, which was supplemented with additional information as per the request of the governors at the previous Full Governing Board meeting. The school's overall attendance is at 96.63% compared to the national average of 96.1%.
- 8.6. In **response to a question** from the governors the Headteachers stated that the school will be holding a school wide event prior to the Summer Fair to celebrate the Windrush generation.
- 8.7. In **response to a question** from the governors regarding the strategies taken by the school to tackle absenteeism, the Headteacher stated that there some absences are approved but those which are not approved are reviewed by the school. If there are cases of persistent absenteeism, the school will visit the pupil at home and issue fines in collaboration with the Local Authority. The school explores strategies to help support parents and prevent persistent absenteeism.
- 8.8. In **response to a further question** from the governors regarding the fines issues, the Headteacher stated that the Local Authority has a really detailed procedure which the school has to comply with before any fines are issued.
- 8.9. The Headteacher reiterated that low attendance has a direct correlation with achievement of the pupils.
- 8.10. The Headteacher drew the attention of the governors to updates on Leadership and Improvement category of the School Improvement Plan. The Headteacher confirmed that the school improvement targets mirrored those highlighted by the Ofsted.
- 8.11. The Headteacher explained to the governors that the Local Authority had decided to discontinue providing catering services. As a result, the school has joined a local consortium of schools and issued a tender to provide catering services. The tendering process is continuing and the school is waiting to find out what the outcome is.
- 8.12. The governors commended the school's involvement in the Children's Health in London and Luton project to analyse the effects of air pollution.

9. Spring Term 2019 Pupil Achievement Report for the Governing Body

- 9.1. The Achievement Report was presented by the Headteacher and contained a detailed analysis of the school's current position and the school's targets. In **response to a question** from the governors regarding whether the targets for the school were realistic, the Headteacher explained that the school based its targets on end of year assessments and tracks pupil data to make sure that strategies are implemented if a pupils is not making the expected levels of progress.
- 9.2. The Headteacher **highlighted** the impact of a small cohort size on statistics. The Headteacher confirmed that the school has developed strategies to help pupils achieve their targets. The school also encourages and maintains a good dialogue with parents to ensure that the pupils are supported when at the school and at home.
- 9.3. In **response to a question** from the governors regarding the tracking of pupils across the school, the Headteacher stated that national analysis of the data shows that pupils benefit from continual tracking as it can sometimes highlight where pupils with high ability are underachieving or instances where pupils are over-achieving.

9.4. The Headteacher drew the attention of the governors to review its Admissions Policy, if it decides to transition to a one-form entry. The Headteacher reminded the governors that in such an instance, the Admission Policy would need to be approved by the Local Authority and the process should be started a year in advance.

10. Any other matters for consideration at the meetings

10.1. RGB informed the governors that he would be going on a sabbatical from April, returning in September 2019. The governors thanked him for his continuing support for the school and wished him the very best for his sabbatical plans.

10.2. The Clerk noted that no further matters for consideration were raised at the meeting.

11. Self-evaluation of impact and effectiveness

11.1. The governors commented that discussions around the school budget and the pupil achievements were very important for the future of the school.

12. Any confidential matters for consideration

12.1. The Clerk noted that there were no confidential matters for consideration.

12.2. The Chair brought the meeting to a close at 7:15pm.

Summary of action points

Action (and relevant section in minutes)	Owner
(5.7) To ensure that the approval of the budget is added to the agenda for the next Full Governing Board meeting in May 2019.	The Chair

Approval of the minutes by the Chair

I, Andrew Woodward, the Chair of the Governing Board at Burdett-Coutts & Townshend Church of England Primary School, deem these minutes to be a true and an accurate record of the Full Governing Board meeting which took place on **Thursday, 28 March 2019 at 5:00pm.**

E-Signed: Andrew Woodward

Dated: 16th May 2019

Andrew Woodward

Chair of the Governing Board

Burdett-Coutts & Townshend Church of England Primary School