

BURDETT-COUTTS AND TOWNSHEND FOUNDATION CE SCHOOL

Governing Body

Minutes of the meeting held on Thursday 20 September 2018 at 5.00pm

Present: Mrs N Bowles Mrs R Dyer (Headteacher)
Mr S Brickell* Ms L Playford (Co Vice Chair)
Revd G Buckle* Mr W Walter
Revd C Duce Mr A Woodward (Chair)

[*for part of meeting]

Apologies: Mrs S Butcher Miss A Johnson
Mr P Carrivick (Co Vice Chair)

In attendance: Mr N Cressy (Bursar)* [*for part of meeting]
Mrs S Lee (Assistant Headteacher) *
Ms C Mehegan (Clerk)
Mr G Marriner (Primary Adviser, London Diocesan Board for Schools)*

1. Opening prayer; welcome and apologies

- 1.1 All present were welcomed to the meeting, which was opened with a prayer led by Revd Duce. Apologies from Mrs Butcher, Mr Carrivick and Miss Johnson were noted.

2. Declarations of interest

- 2.1 Governors completed and signed annual declaration of interest forms. No declarations of interest were made by those present in any item on the current agenda.

3. Election of Chair 2018-19

- 3.1 The Clerk took the chair for this item. No nominations had been received prior to the meeting. Mr Woodward was nominated and seconded for the role of Chair and confirmed that he was willing to stand. No further nominations were made. A vote was taken and Mr Woodward was unanimously elected to the role of Chair.

4. Election of Vice Chair 2018-19

- 4.1 Mr Woodward took the chair. Thanks were recorded to Mrs Bowles for her previous service as Chair. There had been no nominations for the role of Vice Chair prior to the meeting. A nomination was made for Ms Playford and Mr Carrivick to share the role of Vice Chair and it was confirmed that both were happy to serve in this capacity. A vote was taken and Ms Playford and Mr Carrivick were unanimously elected to this role as Co Vice Chairs.

5. Minutes of meeting of 9 July 2018 and matters arising

- 5.1 Minutes of the previous meeting were AGREED as a correct record and signed by the Chair. Governors considered the list of actions from the previous meeting, which were largely reported to be complete or ongoing.
- 5.2 School meal provision (Min 7.18): It was reported that there had, as yet, been no communication with parents regarding the decision not to provide halal meat among school meal options. It was confirmed that, in the event of any further enquiries from individual parents, the reasoning behind the decision not to provide any further halal options (beyond the vegetarian/fish options) would be explained to them, with reference to the minutes of the meeting of July 2018. It was noted that wider communication on this question could be undertaken in the event that it arose in the annual parent survey in the Spring term.
- 5.3 School vision statement (Min 9.5): It was reported that the explanatory wording framing the Biblical quote at the heart of the school's vision statement had been further reviewed by Mr Carrivick and Mrs Dyer and that the amended wording had been included in the draft School Improvement Plan and revised Behaviour Policy.

[Clerk's note: Mr Marriner joined the meeting at 5.15pm]

6. (Outgoing) Chair's report

- 6.1 A written report from the Chair had been circulated prior to the meeting. This was accompanied by the final version of the Governing Body report for 2017-18 and a report from the Headteacher's Performance Management group. It was noted that no formal Chair's Action had been required over the summer period, and that the school website and Ofsted information sheet were to be updated.

7. Headteacher's report

- 7.1 It was explained that the Headteacher's report would include sections presented by Mrs Lee (Assistant Headteacher) and by Mr Marriner (LDBS Primary Adviser), who had been working with the Year 6 team for the past 18 months on raising pupil attainment.
- 7.2 Pupil outcomes: A paper was tabled providing detailed data regarding progress and outcomes for the Year 6 cohort in Summer 2018. Mr Marriner talked governors through the data, noting the numbers of pupils who had made expected progress, or had exceeded projections, or who had not quite met expectations based on their past performance. It was noted that there was little difference between the outcomes of Boys and Girls or between Disadvantaged Pupils eligible for Pupil Premium funding and their more advantaged classmates. Pupils with English as an Additional Language had outperformed those with English as their first language. It was pointed out that Year 6 pupils who had been with the school from Reception class had made

better progress than the approximately one third of the group who had joined at a later stage. It was noted that Middle Prior Attainers and pupils with High Prior Attainment had made good progress and attained positive outcomes. Pupils with Low Prior Attainment should ideally make more progress than average, but this had not been the case for the Year 6 cohort of 2018 and low prior attainers would be a key area of focus in the coming year. It was emphasised that pupil progress was a responsibility of teachers in all year groups, not only in Year 6.

- 7.3 Mr Marriner commended the positive attitude of school staff and the hard work he had observed over the past 18 months, describing the school's pupil monitoring and tracking as 'exemplary'. Governors thanked Mr Marriner for his presentation.

[Clerk's note: Mr Marriner and Revd Buckle left the meeting at 5.35pm]

- 7.4 Quality of teaching, learning and assessment (including monitoring and Inset): It was reported that the school had a variety of sources of external support in relation to teaching, learning and assessment. Mr Marinner visited approximately every six months, and the school also received monitoring visits from Helen Ridding of the London Diocesan Board for Schools and Shelly Duffy of the Bi-Borough Service. Governors were reminded that data tracking was now used in all year groups. Staff meetings focussed on School Improvement Plan, which in the year 2018-19 would include targets relating to Maths, Writing, Grammar and Science. The first In-Service Training day of the current year had focussed on Religious Education. Further training days relating to maths and writing were planned.
- 7.5 Personal development, behaviour and welfare: Mrs Dyer presented a video on the school's Values and Vision. It was explained that the National Society suggests 15 possible values for exploration and adoption by schools. Burdett-Coutts proposed to distil these down to three core values, with a particular focus on one value in each term (compassion in the Spring term; friendship in the Autumn term and service in the Summer term). The Values would be proposed for formal adoption at Item 9 on the agenda for this meeting and would also be relevant when considering the proposed new Behaviour Policy at Item 12.
- 7.6 Pupil outcomes (continued): Mrs Lee provided further insight into the contextual information around SATS outcomes for 2018, based upon the Inspection Data Summary Report which would be used by Ofsted. It was noted that there was significant difference between the progress made by Girls and the progress made by Boys - although this data was said to be affected by a couple of recent arrivals to the school about whose past assessments there was some doubt. It was recognised, however, that it would be helpful in future to work with pupils upon exam technique and upon confidence, as some issues had been identified during the assessment process.

- 7.7 The percentage of pupils meeting the Expected Standard or working at a Greater Depth was compared with national results: the combined score for reading, writing and maths was close to the national average. This was then compared with the same cohort's outcomes at the end of Year 2 (with it being noted that pupil mobility had some impact on the usefulness of the data). In response to a QUESTION about the particularly high expectations of progress for this specific year group due to changes in the curriculum, it was noted that the same expectations had applied to all, so the comparison with national figures remained instructive. In response to a further QUESTION, it was reported that the number of pupils who had left the school over the years was less easily identifiable from records than was the number who had joined the school later than in Reception class.
- 7.8 Governors were reminded of the work done over the year to support and challenge pupils, which the school believed had had a significant impact. In response to a QUESTION, it was confirmed that the great majority of pupils had attended the SATS breakfast sessions, which were believed to have had a positive impact. The breakfast sessions were to be launched earlier in the year in 2018-19.
- 7.9 A QUESTION was asked about the reference to issues with pupil confidence. It was explained that pupils' approach to the tests had been observed to be variable: although some had reacted positively when the paper proved more challenging than they had expected, others had appeared to react with panic. All had tried their best, but a small number had stopped writing after a very short time. It was noted that, although practice sessions could be helpful, it was also important not to 'over-drill' pupils.
- 7.10 In response to a QUESTION about the origin of pupils having joined the school later in their school career, it was explained that they came from a variety of backgrounds: some from outside the UK, some from outside London (including pupils eligible for the Service Premium) and some more local (including from four schools within Westminster).
- 7.11 Governors' attention was drawn to the particularly significant impact of the extra support provided in Maths, with the percentage of pupils meeting national expectations having increased from 24% to 58% between December 2017 and May 2018. Work on 'key facts' had, for example, led to a ten-point gain in arithmetic scores.
- 7.12 Information on targets for Year 6 outcomes in 2019, based on previous outcomes (but not adjusted for pupil mobility) was provided.
- 7.13 Governors thanked Mrs Lee for the presentation and requested that the slides used be circulated.

Action: Asst Headteacher

- 7.14 Staffing update: Governors noted the content of a paper describing current staffing arrangements.

- 7.15 Ofsted expectations: It was noted that the school's last Ofsted inspection had taken place in December 2014 and that an inspection was therefore likely in the near future. A paper was tabled describing what Ofsted consider on the first day of an inspection visit.
- 7.16 Premises update: An update was provided on premises work completed during the Summer period, which included the installation of new pupil toilets, work on the Early Years Foundation Stage area and the installation of new fire alarm and intruder alarm systems. In response to a QUESTION, it was confirmed that the move of the nursery class from its former location to the main building had passed successfully. It was noted that a small number of parents had expressed concern about the Year 1 class being located on the top floor, so the class had instead been moved to the second floor. Planned cost savings on cleaning and heating would still be achievable. In response to a QUESTION, it was explained that contracts would be reviewed in February 2019 before renewal in April 2019.
- 7.17 Pupil and staff wellbeing: A governor noted the ambitious aims for pupil outcomes in 2019 and asked a QUESTION about staff and pupil wellbeing. Mrs Dyer confirmed Mr Marriner's earlier recognition of the hard work of staff and added that the same was true of pupils. It was reported that staff had been able to share views on subjects including 'stress' and the 'school culture' in an anonymised staff survey, the results of which could be made available to governors. The responses had been used to make positive changes where possible, with some examples provided. The Employee Assistance Programme was also available to staff in relation to dealing with change. Support available to pupils came from a number of sources, including counsellors, a speech and language therapist (shared with a local cluster of schools), drama therapy and the school nursing service. The school nursing service was noted to be provided free of charge by the Local Authority but to be reducing over time. It included the provision of workshops and of support to parents and pupils.

8. Bursar's report

- 8.1 A written report had been circulated prior to the meeting. This included detail of payroll amendments for August and September 2018 and petty cash claims for 1 July-12 September 2018, and information regarding school income and expenditure as compared with projections. Mr Cressy presented the report.
- 8.2 It was reported that the staffing restructure was now complete, with redundancy payments having recently been made. These were not shown in the written report. Governors were reminded that it was understood that the Local Authority would be refunding the sums in question to the school.
- 8.3 Mr Cressy talked governors through the period 5 return, providing explanations for budget headers which were currently running either above or below projections (e.g. bills paid in full at the beginning of the year; a refusal by insurers to pay a claim in relation to a long term sickness absence).

- 8.4 Governors attention was drawn to the cost savings of around £350,000 made in the current budget despite staff pay increases from September 2018. It was believed that the school would achieve a balanced budget by the end of the financial year, albeit that this would be achieved by exhausting financial reserves from previous years.
- 8.5 There was some discussion of the likely future financial position of the school. It was noted that the school had made assumptions based upon pay rises of 2% in September 2018 (as opposed to 1% in previous school years) and that some additional funding from the government was understood to be available to contribute towards this. It was believed that local funds for falling rolls were nearly exhausted and explained that the school had now reduced staffing to the minimum needed to operate. A QUESTION was asked about expected pay increases in the next financial year. It was explained that national decisions could not be predicted with any degree of certainty, but that the national trend appeared to be towards larger increases. It was pointed out that only staff on points 1 and 6 of the Main Pay Scale were due to receive pay increases at the publicised rate, with those on other points on the scale receiving increases in line with inflation.
- 8.6 In response to a QUESTION about use of unused space on school premises to raise funds, governors were reminded that this was a decision for the Trustees and not for the school and its Governing Body. It was noted that it would, in any event, be unwise to rely on such income for core funding.
- 8.7 In response to QUESTIONS, some information was provided regarding the rates of pay for staff on long term sick leave (which decreased to 50% after 100 working days) and regarding the reasons for the non-payment by the school's insurers. It was confirmed that advice was being sought from relevant specialists.

[Clerk's note: Mr Cressy and Mrs Lee left the meeting at 6.35pm]

9. Priorities for 2018-19

- 9.1 School Values and Vision: Governors were reminded that the quote at the heart of the school's Vision Statement had been approved at the meeting of July 2018. It was now additionally proposed that the three core Values for the school, based on discussions with various stakeholders, should be formally agreed to be **friendship, compassion and service**. This proposal was APPROVED.
- 9.2 Priorities for the year and the School Improvement Plan (SIP): A draft School Improvement Plan, drawn up based upon outcomes in Summer 2018 and upon external advice (including from the LDBS and Local Authority), had been circulated prior to the meeting. The Headteacher talked governors through the proposed key priorities and explained some differences between this and the previous year's plan. In addition to the six priorities, the plan provided additional detail on action proposed to reach these goals.

9.3 A QUESTION was asked about the gap between outcomes for girls and those for boys. It was confirmed that, although this had varied from year to year and was believed to be cohort-specific, this was to be monitored as part of the plan. A QUESTION was asked about monitoring of the progress made by pupils who had joined the school late in comparison with those who had been with the school since the beginning of the Early Years Foundation Stage. It was confirmed that this data could also be monitored.

9.4 The Governing Body APPROVED six Key Priorities for the year as follows:

- *KP1: Update and communicate the school vision and expectations to all stakeholders in light of the SIAMS framework.*
- *KP2: Improve the consistency of the quality of teaching in Reading, Mathematics and GPS so that more pupils make rapid progress and reach the expected standards at the end of KS2 in particular the Disadvantaged, Middle Prior Attainers and More Able pupils*
- *KP3: Improve the quality of teaching and learning of Mathematics across the school in order to increase rates of progress and attainment so that more pupils meet the national expected standards at the end of KS2.*
- *KP4: Further develop the curriculum so that pupils use and apply their core skills to improve their outcomes, personal development and well-being.*
- *KP5: Increase the rates of progress for children in the Early Years Foundation Stage from their different starting points so that more children meet the outcomes in Reading , Writing, Maths and GLD, to be at least in line with the national expectations and ready for KS1.*
- *KP6: Maintain and build upon the recent improvements and outcomes in KS1.*

9.5 It was noted that further amendments could be made to the fine detail of the plan. Governors were asked to send any specific recommendations for amendments by no later than Monday 24 September.

Action: Governors

9.6 Governors thanked Mrs Dyer and the rest of the Senior Leadership Team for the work put in to developing the School Improvement Plan.

9.7 Governing Body calendar/planner 2018-19: No specific amendments were proposed at this time to the draft Governing Body planner for the year. It was noted that ongoing budgetary pressures would make it advisable to allow more than one meeting for consideration of the budget for 2019-20 and beyond. This could potentially be done as part of two (or more) regular Governing Body meetings, or via the formation of a working group to consider options.

10. Governing Body training

- 10.1 Information on training available from the London Diocesan Board for Schools (LDBS) and the Bi-Borough Service had been circulated prior to the meeting, as had information on how to log in to the National Governance Association's online training package. Governors were encouraged to make use of available training opportunities and to notify the Clerk and the Training Link Governor (and, where payment would be required, the Bursar) of any training booked.

11. General governance matters

- 11.1 Governing Body membership matters: It was noted that a process to fill the Deanery governor vacancy was under way.
- 11.2 Committee membership and Terms of Reference: It was AGREED that the Pay Committee for 2018-19 would be composed of Miss Johnson, Mr Walter, Revd Duce and Mr Carrivick and that the Headteacher's Performance Management Group for the year would be composed of Ms Playford, Mr Walter, Mr Woodward and Revd Buckle. The Terms of Reference for these Committees were APPROVED with no significant amendments (other than to dates etc).
- 11.3 It was noted that membership of panels to consider matters such as complaints, exclusions, appeals and staff disciplinary matters was affected by individuals' connections to the school and to the parties involved in the matter(s) under review, and that it was often necessary that panels meet at short notice due to statutory deadlines. It was AGREED that panels should continue to be convened as appropriate by the Clerk (in consultation with the Chair and Headteacher) on a case-by-case basis.
- 11.4 Governor Link roles and SIP monitoring roles: It was AGREED that governor link roles, including arrangements for monitoring the progress of the School Improvement Plan, would be considered via email outside of this meeting and finalised at the October meeting of the Governing Body.
- 11.5 Governing Body's Standing Orders: The Governing Body's Standing Orders were APPROVED unamended.
- 11.6 Governors' Code of Conduct: It was AGREED that the revised Code of Conduct brought to the meeting of July 2018 and included in the papers for the current meeting should be formally adopted. It was noted that signed confirmation was not required for the Code to be enforceable and that this would not, therefore, be required.
- 11.7 ICT user agreement and email security guidance: It was noted that the ICT user agreement and email security guidance had been slightly amended to make it more relevant to governors. The revised agreement and guidance were again AGREED but not signed by individual governors.

- 11.8 Keeping Children Safe in Education: It was noted that revised guidance from the Department for Education had been circulated prior to the meeting. Governors would, at the next meeting, be asked to sign confirmation that they had read Part 1 of the guidance (for all school staff) and Part 2 (which sets out the specific duties of the Governing Body with regard to safeguarding).

Action: Governors

12. Statutory policies/key documents for approval

- 12.1 Three documents had been circulated prior to the meeting. The **Governors' Allowances Policy** was APPROVED with no amendments from the previous year's policy. The **New Governors' Induction Policy** was reported to include some minor amendments, largely for clarity, and was APPROVED as submitted.
- 12.2 Mrs Dyer presented the school's proposed revised **Behaviour Policy**, which included some significant changes. The revised policy included a reduction in the number of rules, which were reported to be in line with the school's Vision Statement. Pupils were to be reminded that they should always be '*ready, respectful and safe*'. It was explained that it was wished both to reduce the number of rules and to improve consistency between different year groups and classes. Pupils had been invited to discuss the proposed new rules, which were easier for pupils to remember. It was noted that the pupil policy aimed to build upon the school's existing restorative justice approach – although there was still the potential for pupil exclusion in the event of a serious incident. It was noted that the rewards for positive behaviour remained unchanged from the current system. In response to a QUESTION about coaching techniques, it was confirmed that this approach would remain part of school practices. In response to a QUESTION regarding parental contact, it was noted that the document was clearer regarding contact about positive behaviour than it was regarding contact about problematic behaviour. Subject to the amendment of the policy to clarify this point, the proposed policy was APPROVED.

Action: Headteacher

[Clerk's note: Mr Brickell left the meeting at 7.20pm]

13. Governor Visits / Link governor updates etc

- 13.1 A link visit report from July 2018 on personal development and welfare was received. There were no questions at this time.

14. Any other business

- 14.1 It was noted that, as part of her handover prior to standing down from the Governing Body, Mrs Bowles proposed to create a pack of evidence relating to the work and priorities of the Governing Body.

15. Governing Body impact

- 15.1 Taking into account a recent recommendation on good practice, the Governing Body considered the effectiveness/impact of this meeting, having regard to the key areas of focus for Governing Bodies.
- 15.2 With regard to **ensuring clarity of vision, ethos and strategic direction**, governors had considered the school's Vision/Values, School Improvement Plan and GB calendar for 2018-19 and had agreed priorities. The Governing Body had also agreed a change to the school's Behaviour Policy which would have day-to-day impact on pupils' behaviour and wellbeing.
- 15.3 With regard to **holding the headteacher to account for the educational performance of the school and its pupils and the performance management of staff**, governors had reviewed pupil outcomes data for Summer 2018 and had agreed the membership of the Pay Committee and Headteacher's Performance Management Committee for the current year.
- 15.4 With regard to **overseeing the financial performance of the school and making sure its money is well spent**, governors had reviewed financial information provided by the Bursar and had considered the timetable for reflecting in more detail on future financial challenges.

16. Confidential matters

- 16.1 Governors were reminded that information relating to identifiable individuals, mentioned as part of the staffing/financial matters discussed earlier during this meeting (see paragraph 8.7), was confidential and should not be discussed with non-members of the Governing Body.

[Clerk's note: identifying detail is not included in these public minutes and there are no separate confidential minutes for the item in question]

- 16.2 It was noted that individual pupils were similarly likely to be identifiable from a document tabled under Item 7. Copies of this document were therefore gathered in for secure disposal.

17. Close

- 17.1 There being no further business, the meeting closed at 7.25pm.

Summary of action points

Action (and relevant section in minutes)	Owner
Circulate Y6 data slides - following meeting (Min 7.13)	Asst Headteacher
Send to Headteacher any specific recommendations for amendments to detail of SIP - by no later than Monday 24 September (Min 9.5)	Governors
Read Parts 1 and 2 of keeping Children Safe in Education guidance – ready to sign confirmation at October meeting (Min 11.8)	Governors

Clarify section of Behaviour Policy regarding contact with parents about problematic behaviour –prior to circulation/uploading (Min 12.2)	Headteacher
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E-Signed as a correct record by the Chair: A. Woodward

Andrew Woodward (Print name)

18th October 2018 (Date)