

South Dartmoor Community College Governing Body

Meeting – Part I Minutes

Date/Time	Thursday 03 May 2018 at 17:00	Location	PH3 (Place House), South Dartmoor Community College				
Attendees	Initials			Attendees	Initials		
Paul Collins	PC	Principal – ex-officio		Justin Morton	JM	Appointed by GB/Board	
				Lucy Dennis	LD	Appointed by GB/Board	
Paul McCormick	PM	Appointed by GB/Board		Graeme Cock	GC	Chair – Appointed by GB/Board	Arrived 17.10
Richard Lapham	RL	Appointed by GB/Board		Christopher Aston	CA	Parent Governor	

Apologies	Initials	Reason (Category of Governor)
Charlie Dennis	CD	Personal – appointed by GB/Board
David Ray	DR	Personal – elected by staff
Annaktrin Hendry	AH	Personal – appointed by GB/Board
Samantha Tse	ST	Personal
Phil Roberts	PR	Personal – elected by school staff

Absent without Apology	Initials

In Attendance	Initials	(anyone who is not a governor/associate)
Rachel Hill	RH	Clerk
Samantha Tse	ST	Staff - Finance
Chris Daniel	CD	Staff - Health & Safety
Ralph Wickenden	RW	Staff - Curriculum
Dan Vile	DV	Staff - Safeguarding
Sarah Parker-Khan	SPK	Director
Emma Dixon	ED	Staff – Data Review
Rachel Shaw	RS	Executive Principal

Minutes to
Attendees
Apologies
Website

	Agenda	Led by
1	Welcome and Apologies	GC
2	Declaration of Interests	GC
3	Minutes from the last meeting i minutes agreed ii Actions iii Matters Arising	GC
4	Head of School's Oral Report	PC

South Dartmoor Community College Governing Body

5	Post Ofsted Draft Development Plan	PC
6	Disadvantaged Pupils Report	RW
7	Safeguarding	DV
8	Data Review	ED
9	Budget	ST
10	Staffing	PC
11	Feedback from Directors' Meeting	GC
12	Health, Safety & Environment	CD
13	Policies i Behaviour & Anti-bullying Policy ii SRE Policy Update iii Approve Curriculum Statement	PC/DV
14	Governor Monitoring Reports	JM/CA/GC
15	New Governor Request	RH/GC
16	Governor Training	GC
17	Date of Next Meeting	RH

Agenda Number	Details of discussion	Decision or Action
1	Welcome and Apologies Apologies for absence were received from CD, DR, AH, ST and PR which were sanctioned.	
2	Declarations of Interest There were none	

11	<p>Feedback from Directors' meeting</p> <p><u>Proposed Governance Restructure</u></p> <p>Discussion papers generated by RS detailing proposals for reforms to the South Dartmoor Multi Academy Trust Governance Structures were handed to Governors.</p> <p>SPK outlined some of the drivers behind the proposals.</p> <p>When SDMAT went to the Regional Schools Commissioner (RSC) for a MAT review recently the governance model had been discussed. This discussion is being held Academy-wide by the RSC and is driven by the DfE. Mary Massey had brought up the SDMAT Governance structure at a recent Governance Review of Buckfastleigh Primary and at a more local MAT level reforms are suggested to avoid the duplication that is taking place. More recently RS had attended a conference in London where this had been a talking point.</p> <p>Areas for consideration in existing SDMAT governance raised at the review included:</p> <ul style="list-style-type: none"> (i) not enough clarification between directors and local governors with the same people serving at the same levels. This can create conflicts and difficulty in accountability. (ii) when the Academy was originally formed it was important that each school had directorial representation. Through time the Academy has evolved and all schools support and value each other and therefore the need for each school to be represented at director level is not crucial. (iii) it is increasingly vital for local governing boards to monitor the quality of teaching and learning, monitor standards and performance, monitor the impact/effectiveness of schools improvement and provide feedback to Directors. This Governor knowledge is also important for Ofsted and MAT reviews and is scrutinised at this level. Governors need to be aware of when a school is in difficulty and when to intervene. <p>As a result of these factors, in the proposed governance restructure for SDMAT RS suggests that LGB's focus at their meetings on teaching and learning, monitoring and evidencing impact. Safeguarding will remain at this level. In the future aspects around Health & Safety and premises could be undertaken by key members of Academy staff such as Chris Daniel for Health & Safety and GDPR. It is at the Chair's discretion if s/he would like to add other items to the agenda.</p> <p>It is proposed that a Chair's Forum is formed to feed into the local governing bodies, share good practice, plan governor training and monitoring sessions. Above the LGBs and Chairs' Forum will sit two committees. These are a Pupils & Standards Director Committee who will monitor performance and standards across the Trust and monitor the performance of key groups of pupils ensuring safeguarding procedures are effective. They will also monitor pupil well-being and engagement.</p>	
----	--	--

South Dartmoor Community College Governing Body

	<p>The second committee is a Finance, People & Resources Director Committee. This committee will be responsible for ensuring the MAT complies with financial regulations and monitoring the budget and also hold responsibility for ensuring all employment practices and policies are being followed.</p> <p>Above these groups will sit the Directors who will be responsible for the strategic development and performance of the MAT. This group will not necessarily be comprised of Chairs but made up of those who enjoy strategic work, those who want to be more focussed on education and those with expertise in business and finance.</p> <p>Above Directors will sit Members. This group will be the custodians of the vision, receive the annual report, approve appointment of directors and ensure the board of directors fulfil their responsibilities.</p> <p>RS asked Governors present to discuss the proposed model and come up with any suggestions or ideas they could have to improve it. All suggestions to be sent to RS by the end of Summer 2 term. If accepted the proposed restructure could start in September 2018.</p> <p><i>A Governor asked if the composition reflected DfE guidance around governance?</i> RS responded that the idea at the moment is based on what most LGB's would like as a composition within the Trust. <i>A Governor asked if Members would only meet once a year?</i> RS responded that yes they would and this is pretty standard. RS advised that she is hoping that if Governors want to go ahead with this proposal and once roles are defined that some Governors might want to sit at Director level. <i>A Governor asked if this model is almost going back to a Trust?</i> RS responded that she thought this could be the case. <i>A Governor asked what the implications for GC were?</i> GC responded that he felt he should not sit as Chair of SDCC any longer. To help SDCC go forward someone who can put more time towards the school is needed. Governance dynamics are changing, particularly in the last 12 months. PC needs the governance support as soon as possible to drive the school forwards in a challenging educational environment. Appreciation was expressed towards GC and RS for their support of the organisation.</p>	<p>Comments and suggestions on the proposed governance restructure to be sent to RS by the end of Summer term</p>
<p style="text-align: center;">6</p>	<p>Head of School's Oral Report</p> <p>PC reported that his main priority has been to action suggested Ofsted improvements. This has seen an impact on staffing. SDCC is looking to disband the cover room next year. Discussion has arisen about what can be put in place instead. PC reported the recent fire incident. An apology had been received from the Plymouth Herald journalist who had reported chaos and made an association with the Grenfell Tower incident. An action plan is now in place and a successful CIF bid for the fire alarm system has been confirmed. The Sports Hall lighting is also subject to a CIF bid. The Air Ambulance visited yesterday for a student with a long standing medical condition who collapsed. The situation was dealt with quickly and good support for the student is now in place. PC reported that it has been challenging since Ofsted for himself and the team but there is an absolute commitment to addressing all areas for improvement. Thanks were extended to RS and GC for their support.</p>	

5	<p>Post Ofsted Draft Development Plan</p> <p>PC handed a copy to those present and advised that there is a live copy online. This is still in draft form with the issue at the moment due to staffing changes. Tough decisions have had to be made to get a balanced budget. Key emphasis will be about personalised learning in the classroom and raising standards and expectations.</p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p>PC reported that the School is moving away from the faculty lead model and will begin to foster and develop middle leaders. The Leadership team will be reduced in size due to successful appointments in other schools and these individuals will not be replaced. The desire to be at school for pupils is the golden thread that will have a positive effect on the School. To Ofsted, teaching and learning looked good on paper but they couldn't see it happening in practice. Since the inspection it is vital that the Governing Board support the changes through monitoring visits. Governors input will help form the final improvement plan. The time scale is within 2 weeks. PC will put out a request for Governor involvement.</p> <p>Other initiatives within the Development Plan include:</p> <ul style="list-style-type: none"> • A full behaviour review. This will be carried out and a blueprint drawn up. • The Leadership team will be restructured and more 'hands on' in the classroom. • Year 9 and 10 progress will be a priority in the summer term. • A maths review is taking place and there will be a science review next week. • The health and wellbeing of staff has been talked about with a key piece of work being done around workload. • Our primary colleagues have compiled a planning booklet and this could be adopted by the MAT. • Bridges with other schools are being built, starting with an exchange with KEVICC. 	<p>PC to set up Governor monitoring visits after half term.</p>
----------	---	--

3	<p>Disadvantaged Pupils Report</p> <p>RW handed his report to those present. RW reported that Ofsted recognises SDCC is in a position of change but also on the first step of a journey. SDCC has looked at earlier years and will build from there. The positive residual remains the same. The issues are – no real shift in teaching and learning in maths, core science or humanities. It is important that the school captures these subjects to improve. <i>GC asked, in terms of timescales and to make a difference, what tools are there available to make a short term impact?</i> RW responded that there were none. <i>SPK asked if pupils were making good progress from their starting points?</i> RW responded that what you are seeing is a progress report. <i>SPK asked how are you going to address the teaching levels in science?</i> RW responded that the teaching levels are too low in science. What pupils want is feedback, practical lessons and good teaching.</p> <p>RW reported that Y10 is stronger year group with disadvantage at virtually zero. Y10 is key for the next Ofsted inspection. <i>SPK asked if the School was confident that the data collected is accurate?</i> RW responded that the data is now much more accurate and realistic. RW did not think that the School has an issue with disadvantaged however there is an issue with SEN in some departments. RS suggested that there could be a case for sending a brief letter to Exeter College explaining that their consistent message of accepting pupils whatever their grades are is having a negative impact on SDCC 6th form. <i>SPK asked if the Maths School provide some support and inspiration?</i> RW suggested that the areas where the School is struggling could be helped by more creative styles. <i>CA asked if the Ofsted outcome could be a good spur to create these changes?</i> ED reported that the School is at a key point in looking and assessment models. The opportunity exists to look at other models of how we assess the pupils. To that end Y9 will become a foundation KS4 year.</p> <p>RW left at the meeting at 19.00hrs.</p>	
----------	---	--

7	<p>Safeguarding</p> <p>DV reported. The report is based on data collated from January to Easter.</p> <p>Attendance. DV reported that improvement can be seen in the overall picture but the figures are still too high. It is anticipated that curriculum changes will have a positive impact on attendance. <i>RS asked is this a capacity issue in that the School can't fully manage to support pupils?</i></p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p><i>RS asked what happens if a student is found with drugs? Is the School using a similar model to other Secondary Schools? If it is, there might be a need for a wider conversation.</i> DV responded that this is already happening. Secondary Schools are talking together to provide a similar approach to the drug issue and pupils. JM suggested that a cross schools agreement might be useful. <i>RS thought that morally the right thing to do is to work with children when you know that you have the capacity to meet their needs.</i> A Governor asked if there were any strategies being implemented for drug use. DV responded affirmatively. Group workshops will be held with community police. PSHE will be delivered by a team of specialists to meet the needs. PSHE has been removed from tutorials.</p> <p>The discussion moved to Pupil Admission Numbers (PAN) and how the right PAN could help run the curriculum more successfully. <i>GC asked what would be an ideal PAN for SDCC?</i> PC responded that the school is constantly looking at PAN because they are looking at staffing costs. At the moment it is 30 per class. RW mentioned that within any PAN you will get a mixture of people and he thought the SDCC PAN might be slightly too high. Approximately 240 pupils would ideal. In September SDCC has 217 first choices. If it were 230 that would be getting towards a better situation. PC again emphasised that staff and Governors need to concentrate on pushing the positive message that we care about your children. Communication needs to be a major strategy for the school.</p> <p>DV updated on the Behaviour Policy which is up for review. DV and Chris Hodges have come up with a Behaviour blueprint. This goes back to members of staff taking responsibility. It is called Stepped Approaches. By May half term a draft Behaviour document will have been drawn up for trial after half term. Staff have shown a keen interest to change. Visible consistency to build relationships needs to be displayed in classrooms. <i>GC asked how can you assess if this is working?</i> DV responded that the student voice is key. PC commented that Governor monitoring providing impact evidence is also key. PC advised that this method is based on proven research. RS advised that it is the Paul Dix strategy. Consistency from every adult is required to build up relationships and trust. How adults treat each other is also relevant.</p>	<p>DV and CH to draw up draft Behaviour Policy by half term for trial Summer 2 term.</p>
---	---	---

4	<p>Data Review</p> <p>ED gave a verbal report. There has been improvement in overall Progress 8 in maths and English. There is genuine moderation taking place in the English department. Consistency is tangible. ED is now forecasting a negative Progress 8.</p> <p>There has been a change in EBAC entry. Achievement is slightly lower than in the past. Geography and history are erring on the side of caution. Forecast figures in geography earlier in the year were unrealistic. Considerable work has been done to ensure quality of grades. A greater swell of staff are looking at using tools to help them interrogate data. A lot of work has been done on planning for progress. Conversations are taking place to find out why students are not getting 100%. Going forward modern foreign languages (with a different cohort of students) the % is considerably lower. The impact of that will be that it will take it to more of an option subject – more of a core of students with greater investment which will significantly raise the outcomes.</p> <p>The Y10 picture is more positive. There remains a question around accuracy of data but it is getting better. Lower ability students in Y10 might not be making the progress they should be particularly the boys. This is an area to be taken back to the leadership team. Y7 and Y8 paints a positive picture. Consistent number of students on the flight path we would expect them to be. <i>A Governor asked do the teachers have a framework for assessment?</i> ED responded that she did not think there is a core assessment framework but there does need to be. Exceeding, consistent and inconsistent would be good assessment terms. Post Ofsted gives the School the opportunity to be consistent in changes. The overall picture is a genuine shift towards good reliable honest data. There have been lots of referrals for separate rooms and spaces.</p> <p>ED left the meeting at 19.25</p>	
---	---	--

South Dartmoor Community College Governing Body

5	<p>Budget</p> <p>ST emailed a report earlier in the day for Governors.</p> <p>Salient points of the report as follows:</p> <ul style="list-style-type: none"> • SDCC is running at a £7k surplus as at February 2018. • The expected year end position is forecasted at £8.5k. • The CIF bids for technology and science were disappointingly unsuccessful – NPS managed this process on a no win no fee basis. This is being reviewed by C Daniel in the summer term in preparation for the next round which will close in December 2018. • Emergency CIF bids have however been successful for the sports hall lighting which is a big win, along with £30k for a new fire alarm system. The latter bid is however under review following the fire in the admin block and associated works required to ensure H&S compliance. I believe additional money will be available due to the H&S nature and following official reports from the Fire Services. • The problems in the JMB are still being investigated with Wernicks; the condition has worsened and I understand that Wernicks are being responsive to date and investigating the defects. • Cover is expected to be our biggest challenge for the remainder of the year due to managing long term sickness. Savings from a Head of School budget and CPD budgets totalling c. £10k are being proposed to be diverted to top up this cost centre. At February this was £300 over budget, this has risen to £4k as at March month end due to the unexpected long term sickness and specialist cover required for these subjects. • The money from Route 39 has also now been received into our bank account therefore this deficit has been fully recovered at no cost to SDCC. • Significant work has gone into the 2018/19 budget which currently is at a £35k surplus, however this does not provide enough funds for an effective cover solution with the JMB no longer being used. C Edworthy has been visiting other schools to review their practices and discussions will continue. Staffing is still potentially subject to a few changes (some out on interview) and a few recent notices have been received although these have not led to financial savings. 	
8	<p>Staffing</p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p>	
15	<p>New Governor Request</p> <p>RH to email the request to PC. PC and GC to take forward.</p> <p>GC to email RH concerning election of Chair.</p>	<p>RH to email PV new Governor request.</p> <p>GC/RH to liaise regarding election of Chair</p>

South Dartmoor Community College Governing Body

16	Minutes from the last meeting The minutes of 3 rd May were signed by GC as a true and accurate record. <u>Matters Arising</u> SPK and CA were also thanked for their support during the Ofsted visit.	
----	--	--

The meeting closed at: 19:45.

Detail of next meeting			
Date/Time	28 th June 2018	Location	PH3 (Place House), South Dartmoor Community College