

I certify that these minutes are a true record of the LGB meeting held on Wednesday 20<sup>th</sup> May 2015 at 2pm

Signed ..... Chair/ Vice Chair Date.....



Cowes Enterprise College  
Local Governing Body Meeting

Date: 20<sup>th</sup> May 2015

Time: 2pm

Location: Cowes Enterprise College, Crossfield Avenue, Cowes, Isle of Wight, PO31 8HB

#### Governors

David Sword	(DS)	Chair
John Peckham	(JP)	Principal
Karen Baker	(KB)	Governor
Sean Harrison	(SH)	Governor
Victoria Spencer	(VS)	Governor

#### Apologies

Neil Strowger	(NS)	Governor
Gwayne Webb	(GW)	OAT representative

#### Attendees

Carole Bailey	(CB)	Clerk
David Doherty	(DD)	Head of School
Richard Marinelli	(RM)	Business Director
Jemma Harding	(JH)	Vice Principal
Christopher Rice	(CR)	Assistant Principal

### 1. Apologies for absence

Apologies were received and accepted from NS and GW. KB expects to be here at 3.45pm. The Ormiston review team are expected to attend later in the meeting.

### 2. Declaration of Interest and Confidential Items

DS declared that he is now a governor at Ormiston Park Academy and engaged in other governor work for OAT. There were no other declarations. There are no expected confidential items.

### 3. Minutes of the meeting 22<sup>nd</sup> April 2015

Governors agreed the minutes as accurate.

API. Meeting cycle planning is on the 24<sup>th</sup> June 2015 agenda.

AP2. A meeting to discuss SEN monitoring has not yet taken place.

**Action Point 1: SH, VS and JP will arrange a date to meet and discuss SEN monitoring.**

AP3. Budget report is on this agenda under Item 8.

AP4. Amendments to the Disciplinary Policy and Scheme of Management Delegation are on this agenda.

AP5. Overview of 6<sup>th</sup> Form performance will be on the October 2015 agenda.

AP6. Quality of teaching will be covered in the review feedback.

AP7. A date has not been set to look at the 6<sup>th</sup> form in detail and the long term vision.

**Action Point 2: CR will meet with DS to look at 6<sup>th</sup> Form data. The long term vision may form part of the discussion at the LGB meeting on 24<sup>th</sup> June 2015.**

AP8. The student leadership role will be discussed as part of the long term vision.

JP brought to governors' attention the information on the Human Utopia day which took place in the academy. SLT believe that it has generated an attitude shift. It is difficult to quantify the benefits of emotional learning but SLT are confident that it has been a valuable experience for students.

Q. Do we have this event in the budget going forward?

A. Not at the moment but it can be looked at.

**Action Point 3: SH will pick up the benefit of Human Utopia with students at the next student voice meeting.**

Governors agreed that developing skills amongst peers and encouraging an achievement culture was beneficial.

AP9. The 'you said...we did' email has not been sent round to students.

DS asked for this to be done as quickly as possible for feedback.

**Action Point 4: JP will contact SH regarding the 'you said...we did' email to students and circulating the governor email address for student voice.**

API0. The action plan is on this agenda; it may be missed out if the feedback from the review takes the meeting time.

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API1. CR will put a brief narrative on specifics of 'gaps' in the 24<sup>th</sup> June 2015 Principal's Report.

API2. Students are attending revision and intervention sessions. CR will be able to provide data at the end of Year 11.

**Action Point 5: CR will provide detail on revision/intervention attendance, timetable and impact at the LGB meeting on 15<sup>th</sup> July 2015.**

API3. It has proved difficult to collate staff absence data from 2013/2014.

**Q.** Are there any benchmarking sites that can be used?

**A.** Nothing has been found. This year will have to be set as a baseline. Governors discussed the 'normal' absence trends for industry of under 4%. If maternity and paternity leave is removed from the total absence percentage then the academy is well under this figure. Support staff absence exceeds teacher absence.

**Q.** Do we need to review support staff conditions to understand why absence is higher?

**A.** Return to work interviews are conducted and any issues found are examined. Sometimes the number of absent staff is small but the staff members concerned are on long term illness which affects the figures.

API4. Pupil attendance is in the Principal's report.

API5. Pupil Premium (PP) and SEN need a robust approach and an audit trail for monitoring.

**Action Point 6: VS and SH will meet with CR to look at the detail of PP and SEN and produce a report for the June 2015 LGB meeting.**

API6: JP submitted the response to the post-16 education consultation.

#### **4. Chair's Action Report**

A dismissal appeal panel was held; DS, VS and SH sat on the panel which resulted in a dismissal.

DS, KB and VS attended the Year 7 parents evening. Conversations with parents and staff gave very positive feedback.

**Action Point 7: VS will write a brief report on Year 7 parents evening.**

CB made governors aware that positive feedback has also been received from primary schools concerning Year 6 to Year 7 transition.

The academy is engaging parents and needs to put together a summary of what is happening.

**Action Point 8: JP will ensure a summary is put together of what is happening within the academy to engage with the parent body.**

**Q.** Are the Principal's surgeries still running?

**A.** Yes, but not so frequently. Parents are dropping in to the academy with any problems and emails are responded to quickly. There is a 'meet the Principal' event arranged.

Governors agreed that parent contact is going in the right direction; but the website information needs to be improved.

JP told governors that the academy will be purchasing a website similar to Ormiston Forge Academy website. This can be populated with CEC information.

**Action Point 9: The LGB will look at parent engagement again in the autumn term.**

DS attended a Senior Leadership Team (SLT) meeting; he found it to be positive, constructive, effective and efficient.

Problem solving was good and all members joined in the discussions. The only point to watch was becoming too bound up with process.

#### **5. Scheme of Management Delegation (SMD) and Disciplinary Policy: change of wording**

The SMD has been amended to reflect the need for two governors including the Principal but not the Chair to sit on an initial disciplinary hearing where the result could potentially be a final written warning or dismissal. The Disciplinary Policy has been amended to show that the Principal appoints an investigating officer for disciplinary investigations but it does still not entirely reflect that the Principal can conduct disciplinary hearings if it is not a final written warning or dismissal.

**Action Point 10: CB will amend the Disciplinary Policy to reflect the levels of involvement of Principal and governors and bring back to the June LGB meeting.**

*The meeting was joined by the Ormiston review team, Eric Winstone, Elizabeth Talmadge, and Gerald Griffin at 2.45pm*

Verbal feedback was received from the review team and a report will follow. Governors will consider the report when received and respond formally.

*The review team left the meeting at 3.24pm.*

#### **6. LGB Development Plan Updates**

This item will move to the June 2015 LGB meeting due to time constraints.

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## 7. Governors Reports

Governors were reminded to submit reports when they visit school as a governor.

## 8. Principal's Report

Governors liked the good news highlights at the front of the report.

JP asked JH to present an overview on behaviour. This will be followed by RM with the budget.

JH: It has become apparent that there is a lack of clarity and consistency within the current behaviour and rewards system. Students are not happy with the implementation of the rewards system. JH has been looking at the practice and policies 'on the ground'. Students need to know the consequences of altering their behaviour, or not, and how to be successful. The Behaviour Support Unit (BSU) will become an Isolation Suite (IS)

Q. Did the BSU and the Learning Support Unit (LSU) not close?

A. It has been a BSU since the start of the academic year.

There will be two regular on-call staff members. Teachers now have a definitive system of steps to follow before using the on-call service. Students will have explained to them during isolation what they must do to modify their behaviour. Expectations on learning within the Isolation Suite will be tightened up; this will not be a unit for interventions. If an on-call is made regarding a student then parents will be notified.

Q. Will there be a link back to teaching?

A. Yes. Teachers will be made aware from staff meetings of expectations to provide work for students in isolation and of the steps to be followed before hitting the on-call button. JH showed two new documents; Consequence Ladder and Success Ladder. Both students and teachers can see the steps.

*KB arrived at 3.50pm.*

Teachers have a responsibility to work with the students and engage with parents. Teachers will meet with the students sent to the IS before they re-join the class to discuss what they need to do to modify their behaviour. This system should empower the middle leaders to manage the behaviour of students, engage with parents and cut down on the number of exclusions.

Achievement points are not consistent. Students say that some teachers do not register the reward points. Student perception is that bad behaviour is rewarded while the good 'plodders' who get on with what they're supposed to are not rewarded. The new system must reward the students who exhibit positive behaviour and achievement. It will set out step by step how to achieve rewards.

DS asked governors if they had any further questions.

Q. The emphasis will be on catching students doing 'well'?

A. Yes, there will be development of teacher 'champions' and peer to peer support, Human Utopia has shown the potential of encouraging students to talk to each other. There has been a lot of student support for the Head Boy/ Head Girl elections and the 6<sup>th</sup> Form want more direct involvement with the main part of the academy.

Q. There has never been a consistent approach, how is this different? And how will you ensure it is fair?

A. JH: The system was there it just never happened. Previously the teachers did not understand the tracking system, this time it is laid out in steps.

Q. Will students engage? It has to mean something to them.

A. The rewarded students will be celebrated, there will be public recognition, it needs constant driving, there will need to be a package of training and development around behaviour. JH tabled the email to staff around operating the new system.

Q. Will there be a student of the week?

A. Yes, and peer recognition for students who go the extra mile. There will be tutor and peer nominees. There has been positive feedback from staff and students.

**Action Point 11: Outcomes data on behaviour and rewards will be on the first Principal's Report following a measurable data point.**

Principal's Report Item 3.2: East Cowes bus service

Governors discussed the current provision of a bus service for East Cowes students, the historical context and the cost of running the service.

Q. How many of the academy students come from East Cowes?

A. Currently around 180.

Q. Are there any other bus providers who could offer a more competitive rate?

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A. No other company is interested in providing the service.

**Action Point 12: The LGB agreed to JP initiating a consultation on the suggested options of travel from East Cowes. JP will also consult with OAT to get their opinion. The information will come back to the July LGB meeting.**

Principal's Report Item 3.1: Budget Report RM

RM distributed the budget plan documents for the coming year. This needs to be submitted to OAT by Friday 22<sup>nd</sup> May 2015.

The EFA payment plan has been resubmitted and subject to approval will start in this coming year.

Governors discussed the budget setting and the level of staffing costs. Actual has been 82% from a target of 77%. With careful management a realistic figure of 78% could be achieved. The originally set 75% is not realistic.

**Q.** There are skilled posts that need filling; what is the plan to operate on 78%?

A. It is difficult, having benchmarked against other academies they vary between 79% and 90%. The next three years will be difficult. The current 6<sup>th</sup> Form was underfunded and there may be additional funds to come to the academy. The classes and grouping arrangements may need to be adjusted to fit the current cohort size. However the school has been using a lot of supply teaching which is expensive, there will be natural wastage and the emphasis will be on having good staff members in post, not on supply. Science is an area in need of a skilled and stable teaching compliment. Deployment of support staff will need to be efficient. Resignation date for teachers is 31<sup>st</sup> May 2015 and a clearer picture will be available then.

Governors need to have the various scenarios presented to them by the end of the academic year including student numbers and external revenue sources. The cafeteria has reached a break-even point. Governors are mindful of the capacity and workload of financial staff.

**Action Point 13: RM will prepare scenarios of financial implications and a 'what it looks like now' report for each LGB meeting.**

**Q.** What is the Year 7 intake number for September 2015?

A. 199 students so far, which is greater than predicted.

**Q.** Is the academy driving the admissions for 6<sup>th</sup> Form?

A. There will be an induction week to 6<sup>th</sup> Form for all CEC Year 11 students regardless of where they are planning to go for post 16 education. A poster campaign has been launched and the marine/hospitality courses advertised.

**Action Point 14: RM will meet with DS and one other governor for a finance review meeting and they will feedback to the next appropriate LGB meeting.**

RM: Is the LGB happy for the presented budget to be submitted to Ormiston?

DS proposed submission of the budget and the governing body agreed unanimously.

Principal's Report Item 5: risk management

Staff recruitment is a high risk area at the moment. There will be another round of job advertisements after half term when any teacher resignations will have been received. There will be a recruitment drive in Canada. There has only been positive feedback from newly recruited staff.

**Q.** Why is there no trend for items 4, 5 and 6?

A. These need time for a trend to develop. Items 5 and 6 will be known when exam results are received. CR is reasonably confident with the predictions. JP told governors that Teach First has the potential to expand.

## **9. Admissions Policy**

JP told governors that the local authority had amended the academy's admissions policy with the new dates and asked governors' approval of the revised document. SH proposed the revised admissions policy for adoption and governors agreed unanimously.

## **10. Workshop to continue long-term planning**

Governors discussed when to hold a meeting to continue the long term planning. It was agreed to extend the 24<sup>th</sup> June 2015 meeting with a 1.30pm start and a 6pm deadline for finishing. **(Post meeting note: this date may change for reasons of quorum).**

DS asked governors if there were any other matters they wished to raise.

The safeguarding report is very positive; there are still some items to work on. First Aid on trips was causing confusion of responsibilities but will be sorted. Anti-Bullying is a work in progress; some negative attitudes are entrenched in some year groups. There seems to be a lack of awareness of what bullying is and its effect on fellow students. The Human Utopia workshop was part of the raising of awareness.

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Governors agreed that the safeguarding changes are good and the systems have all been tightened up. Governors asked JP to pass their thanks to all staff members for the hard work they have put into safeguarding.

KB said that she enjoyed the Year 7 parents evening; the experience and comments were very positive. There seems to be a change in the community perception of the academy.

Governors have been actively trying to recruit new members for the governing body and are following up interest received.

The contractor for demolition of the old buildings has been agreed; it is John Peck construction. A contractor has been appointed to repair the academy roof. Repairs and electrical testing will also be carried out.

#### **11. Date of next meeting**

Wednesday 24<sup>th</sup> June 2015 at 1.30pm (Post meeting note: this date may change for reasons of quorum.)

VS and JP gave apologies for the June meeting.

DS thanked everyone for their time and closed the meeting at 5.10pm.

#### **Contacts:**

Chair of Governors: Mr D Sword contact via the clerk or the academy office

Clerk to the LGB: Miss C Bailey email: carole.clerkcec@gmail.com