



**MINUTES OF THE CAREW LOCAL GOVERNING BODY MEETING HELD ON
TUESDAY 6TH MARCH 2018 AT 4.00PM**

Members: Mr Jamie Bean (Chair) – JB
Mr Rob Watkins (Principal) – RW
Mr Stephen Brooks (Staff Governor) – SBr
Mrs Sandra Butcher (Parent Governor) – SBU
Mrs Joy O'Connor (Parent Governor) – JOC
Mr Kevin Leggatt (Governor) – KL
Ms Ruth Duggan (Governor) – RD
Mr Emmet Murphy (Governor) – EM
Mrs Kirsty Cottrell (Governor) – KC

Also present: Mrs Helen Morris (Vice Principal) – HM
Mr Joe Shepherd (Head of Upper School) – JS
Ms Natalie Taylor (Head of Middle School) – NT
Ms Lucy Davey (Head of Lower School) – LD
Ms Allison Grainger (Head of Teaching School) – AG
Mr Mike Wood (Head of STEM) – MW
Mr Jon Davey (Director of Student Support) – JD
Mr Norman McDonald (OHCAT Management Accountant) – NMD
Ms Suzanna Challenger (Clerk) – SC

1. APOLOGIES

There were no apologies for absence.

2. WELCOME AND INTRODUCTIONS

JB welcomed everyone to the meeting and introductions were made.

3. DECLARATIONS OF INTEREST

There were no new declarations of interest. The Clerk circulated declaration of interest forms to governors who had not yet completed one.

4. CONSTITUTION AND APPOINTMENTS

Governors **NOTED** that SBr's term of office ended on 27th February 2018 and that following nominations, SBr had expressed an interest in standing again. Governors

APPROVED his re-appointment, subject to ratification by the OHCAT Board of Directors on 16th March 2018.

5. MINUTES OF THE LAST MEETING AND MATTERS ARISING

The minutes of the previous meeting were **APPROVED** and signed by the Chair as a correct record.

Governors **AGREED** that following the format change to include a summary of open/closed actions with minutes and agendas, matters arising would now be managed alongside approval of the minutes.

All actions from the previous meeting were **CLOSED**, with the exception of the following:

- i) 9.1: Principal's Report – Pupil Matters: RW said he would update governors on staff and parent surveys during this meeting.
- ii) 9.6: Principal's Report – Safeguarding: Governors **NOTED** that Jenny Rowley has also reviewed the SCR.
- iii) 11: Pay Committee Recommendations: Governors **NOTED** that regular thank you letters to staff will commence later in the year.

6. (a) SLT REPORT

Principal

RW thanked SLT for both contributing to the report and attending the meeting, saying that he felt it was important to reflect the whole team effort involved in managing the school as well as giving governors the chance to offer support and challenge to the entire SLT. JB said that the recent Ofsted health check had flagged the importance of governors engaging with the Ofsted Outstanding criteria, and suggested that the descriptors could be used to structure future reports.

Action: JB and RW to discuss structuring SLT Report around Outstanding descriptors at next EVS portfolio meeting.

The school currently has 196 pupils on roll and is oversubscribed for next year, with the budget for 2018-19 being set on a projected NOR of 210. A temporary classroom is being erected. Capital projects e.g. boiler refurbishment have required some overspend due to ongoing problems related to the age of the building. RW acknowledged that this is frustrating in light of the projected move to a new building, but said that finances overall are still strong.

The school is fully staffed with teachers on permanent contracts and appropriate recruitment has been undertaken to support the growth in pupil numbers.

Governors **NOTED** that Carew has recently had a health check visit from an Ofsted consultant (David Scott) as well as a moderation visit from Sutton Alliance (David Cox), both of which had provided positive and constructive feedback.

JB asked about the decision to invite such regular reviews, noting that both David Cox and David Scott would be revisiting Carew in the summer term. RW said it was to ensure that the school is the best it can be; with a relatively new SLT in place, it is important to consolidate what's working well and take swift action on any points for improvement. All OHCAT academies have had a health check this academic year, and RW is determined to ensure that the school's strengths are clearly on display. JB commended the SLT for their commitment to continuous improvement and said they should be confident in their strategy, noting that improvements take time to embed.

EM asked whether the feedback from Sutton Alliance and David Scott had been consistent. RW said that Sutton Alliance's view of teaching and learning had not been as strong as he would have liked, adding that the visit team were all drawn from mainstream so possibly lacking in experience of SEND provision. Useful feedback had been given regarding stretch and challenge, including what good quality questioning looks like, and improvements in this area were visible as a result. RW noted that David Scott's written report is pending.

Vice Principal

HM said that following the Sutton Alliance monitoring visit, feedback around CPD has been incorporated into weekly staff meetings, with the result that Wednesday training sessions feel more joined up.

There was a discussion around DET students and investment in unqualified teaching staff. HM said bespoke training would be reviewed to ensure that the right candidates come through the qualification system. While the TA staff team continues to be ambitious, there are currently no vacancies at Carew for unqualified staff to move into.

Bespoke CPD is linked to individual areas of responsibility within the curriculum and the impact of this can be seen in the classroom, with staff increasingly confident in their delivery.

JB noted the key areas for improvement identified in Sutton Alliance's report as questioning, marking and phonics, and asked how CPD has addressed or will address these. HM said that Cognus have recently delivered whole school training around phonics and are returning tomorrow to tie this in with dyslexia training. Phonics data will clearly show the impact here. Marking Mondays continue and RW noted that recent work samples have been strong, evidencing consistent application of the school marking policy. Regarding questioning, there is evidence (via drop ins) of TA deployment having an impact but this needs to be more embedded – HM has scheduled further CPD this and next term. JS added that there is frequent focus on questioning in weekly line management meetings, but that the impact does need to be captured more.

Action: SC to add Questioning Feedback to the summer term LGB agenda.

KC asked how many of Carew's teaching staff are unqualified. HM estimated a small percentage, saying some are graduates without QTS and some are unqualified. There are currently 5 staff taking the DET qualification and 2 pursuing qualification via Assessment Only (AO).

Action: RW to include percentage of unqualified teaching staff in next SLT report.

KC asked about observation processes for unqualified staff, saying that while Carew does not routinely grade observations, CCCU (the DET delivery partner) carries out graded observations and benchmarking as part of the process. HM said that grading or equivalent processes are carried out as required by qualification routes e.g. mainstream placements are graded, AO candidates are graded for the purposes of evidencing.

All staff have undertaken safeguarding and Prevent training. HM is also extending DSL training to all members of SLT following a recommendation from Jenny Rowley, whose recent safeguarding audit highlighted impressive embedding of PSHE and RSE within the curriculum.

Action: RW to circulate Jenny Rowley's report to governors.

SBr asked what evidence there is to support a continuing Outstanding grade for Behaviour and Safety. HM said that David Cox and David Scott had commented favourably on staff/pupil relationships, and that a development point had been to initiate more regular conversations with pupils around how they feel about school.

Action: JD to provide data report on praise and reward vs sanctions at next LGB meeting.

Head of Lower School

Two new TAs have been recruited, including a qualified paramedic who has taken on responsibility for medical provision to great effect.

Governors discussed David Scott's recommendations around evidencing SMSC within the curriculum, embedding British values and ensuring history, geography and RE are appropriately evident within the curriculum. Carew does not teach these last as discrete subjects, providing access via theme days and opportunities within other subjects. LD said that the work is there, but it needs capturing more thoroughly in order to be visible to observers. JB urged staff to have confidence in their approach and to evidence at the appropriate level. HM added that the Rights Respecting Schools Agenda links consistently to British values and SMSC.

LD invited all governors to the upcoming Wellbeing Wednesday on 28th March.

Head of Middle School

NT gave an overview of progress tracking across the three curriculum pathways (Skills for Further Education, Skills for Work and Skills for Life) via Classroom Monitor. She is working with the Forum of Five to develop mark books that work for each strand. More precise expectations for each strand will be able to be extrapolated from the data once this year ends.

NT explained the 'Going Green' process whereby teachers revisit each section of the curriculum in order to assess pupils' retention and confidence. This tracking has provided a rich data set whereby SLT can look at specific progress comparisons e.g. FSM/non-FSM, Pupil Premium/non-Pupil Premium etc. in order to target resources and interventions.

SBr asked how this tracking was expected to impact upon outcomes. LD said that it is important to develop a bespoke curriculum that is responsive to changing needs and abilities, and the data is already helping to inform this.

KL asked whether tracking is tied into the appraisal process. Teachers assess whether their pupils have achieved the expected standard, supported by TAs who help to gather relevant evidence. The expectation is that teachers turn the majority of red areas to green or yellow by the end of each term, however there is no link between pupil outcomes and the appraisal of teachers' performance, only on teachers' use of the system. There is regular dialogue between teachers and line managers around expected and actual pupil progress.

EM asked whether P levels had been taken out of use. LD said yes, and that objectives within Classroom Monitor are adaptable for pupils working below Phase 1.

Head of Upper School

JS noted that peer to peer week had been a great success and that the school is on track to achieve 70% Outstanding teaching by the end of the academic year. There have been issues around capacity to deliver therapy but Cognus should have a full team of therapists in place by the summer. There is a good whole school therapy focus linked to EHCPs, and JS said the message that therapy is an essential part of learning is becoming well embedded.

Governors discussed music and drama therapy, noting that it is harder to measure the impact of these. JS said that good attendance is a simple measure for now. HM said that it would be interesting to capture feedback from teachers on how pupils are when they return to class.

Communication between teaching staff and therapists is an ongoing area of focus, to ensure that a strong 'team around the child' approach is maintained. JS is trialling a new approach and will roll out across the school if this proves successful.

Work experience continues to develop. 6th form students have developed an employability index that tracks employability skills and gives a 'readiness to be employed' percentage. This is currently being piloted and a refined version will be rolled out to the rest of the Upper School in September 2018.

Director of STEM

This is a newly expanded role. MW is looking to develop and strengthen cross-curricular teaching of maths, science and computing throughout the school. Pupils are enjoying the increased focus on practical science and are taking part in a variety of 'hands on' science activities e.g. dissecting sheep's eyes.

MW and RW are working together on high quality exam preparation, and there is an exams evening for parents in two weeks' time. MW noted that accreditation changes year on year; for example, Carew is offering maths and English functional skills for the first time this year, and will wait to see how this works for pupils before deciding on next steps.

All Year 9 and above pupils are now being entered for their E2 qualifications, in order to ensure that every child gets the best chance of achieving the necessary accreditation.

Regarding health and safety, JB asked for details of the last fire drill. MW confirmed that this was just after Christmas and was executed efficiently.

Action: MW to supply fire drill report for summer term LGB meeting.

Head of Teaching School

AG provided an overview of literacy developments, including whole school CPD on the Letters and Sounds Six-Phase Teaching Programme and Literacy Across the Curriculum. Whole school phonics assessments will be completed by the end of the spring term. AG is working on increasing the range of resources available to staff.

World Book Day activities were rescheduled due to the snow. AG has started a storyteller initiative for pupils, giving them peer to peer reading opportunities that will help to develop verbal communication skills and confidence.

There are currently 5 staff taking the Diploma in Education and Training (DET). Jo Yarlett (OHC&AT Training School) carried out joint observations with AG in the autumn term, with AG doing spring term observations w/c 27th February.

Governors **NOTED** the invitation to visit classes on 13th March, in order to further develop close working links between governors, staff and pupils. AG also invited all governors to the next theme day on 27th March.

JB thanked all members of the SLT for their comprehensive report and discussion.

Governors **RECEIVED** the SLT report.

6. (b) DASHBOARD

Staff typicality continues to be 100% good or better. Pupil attendance remains good. JD noted that while behaviour incidents have increased slightly from the autumn term, the majority of incidents are now low level. Similarly, the exclusion figures are more representative of a small number of pupils repeatedly misbehaving rather than a higher number of pupils receiving an exclusion.

Governors **RECEIVED** the Dashboard.

7. SEF / SDP / HEALTH CHECK FEEDBACK

RW presented the draft Self-Evaluation Form, saying he had worked with JB and David Scott around language to ensure the school was accurately represented.

JB asked whether there was progress towards a diagnostic for each section of the SDP, to underpin the grading. RW presented an evidential breakdown and confirmed that this should be fully ready by the summer term. Overall, the evidence shows that the school is Good, moving towards Outstanding. There are clear development points for each area.

Action: RW to present a front page summary and the full diagnostic at the autumn term LGB.

RW then presented the draft School Development Plan and gave a brief overview of the structure: five Programme Areas containing a number of Projects, each with specific Tasks. Feedback from David Scott's Health Check visit will be incorporated into the document in due course.

Action: JB and RW to go through RAG ratings at next EVS portfolio visit.

Due to pressure of time, JB requested that parent survey data be considered at the next LGB meeting.

Action: SC to add Parent Survey Data to summer term LGB agenda.

8. CAREW VISION AND VALUES REVIEW

RW said that the school's former vision statement ('Becoming the school of choice') has now been achieved. The whole school staff team has had input into the revised vision and values, and following governor input RW hopes to roll these out from September 2018.

Governors discussed the importance of embedding the key words through the fabric of the school e.g. evaluations, job descriptions, interviews, school literature etc. MW said he has already seen evidence of embedding in areas such as the TES.

JB noted that the vision also needs to be accessible to pupils and that this will come through in the pupil consultation.

Action: RW to feedback to governors on vision and values development at next LGB meeting.

9. TERM DATES CONSULTATION

Term dates for 2018-19 fall in such a way that both the summer holiday and the autumn term are unusually long. Staff and parent consultations on some possible adjustments to Carew's dates ran in January – RW reported a low response rate from parents. SLT have decided that a two week October half term (including two INSET days) and an extension to the following summer term of three school days is the best

way to restore balance to the term lengths and manage staff and pupil wellbeing. A letter will go to parents this week, pending governor approval.

JB noted that it is important to consider the impact on parents with children at other schools, and also to consider the relative value in educational terms of teaching weeks, with autumn weeks tending to be more focused than those in summer. RW agreed that each Sutton school is managing it differently, adding that the relative value for special schools may be different than for mainstream – autumn terms are less about accreditation and summer enrichment is perhaps more important for Carew pupils than for their mainstream peers.

Governors **AGREED** that final responses should be sought from parents and carers before making a decision.

Action: RW to feedback to governors any responses from parents/carers to the letter re. term dates.

10. PORTFOLIO GOVERNOR VISITS

Governors confirmed that they had read all the reports and there were no questions. SBr highlighted Carew SLT's input into the recent website refresh and JB thanked the SLT on behalf of governors, particularly for their work around ensuring compliance with online publication requirements.

Governors **RECEIVED** the portfolio visit reports.

Governors **NOTED** the Governor Training Programme rollout.

11. FINANCE AND FUNDING

NMD thanked KL for his comprehensive portfolio report, saying that it had covered many of the salient points within the accounts.

Management Accounts

The budgeted surplus target is £35k and current projections indicate a £52k surplus. As previously discussed, there have been necessary overspends on capital projects such as the boiler refurbishment. Income is up due to higher pupil numbers, although staff costs are concomitantly high. NMD said that he and RW continue to work closely to maximise income from local authorities, with RW spending a great deal of time in communication with LAs to ensure pupils are fairly and appropriately funded.

There is currently a forecast deficit of £60k, however NMD said that this was largely due to pupils whose funding had not yet been received and he expected this to be largely resolved by the end of the academic year. RW said that after recent negotiations around funding, LBS has agreed a third banding level of £13k (additional the existing £5k and £9k levels) which will come into effect for 2018-19.

JB asked about reserves, and the relationship between these and the deficit forecast. NMD said the full year reserves forecast is for £720k which is above the original estimate, and confirmed that reserves are held in part to manage depreciation.

Governors thanked NMD and RW for their continued good work in managing the finances.

Mr MacDonald left the meeting at this point.

12. POLICIES AND PROCEDURES

Governors **NOTED** the listed policies and procedures that were approved by the OHC&AT Board on 15th December 2017.

13. OHC&AT GOVERNANCE DOCUMENTATION

Governors **NOTED** the revised Scheme of Delegation, Schedule of Responsibility and Governors' Code of Conduct as approved by the OHC&AT Board on 15th December 2017.

14. GENERAL DATA PROTECTION REGULATION (GDPR)

Governors **NOTED** the central response from the Trust to the upcoming changes around data protection legislation. JB asked whether the move to paperless meetings from September 2018 would meet compliance requirements given that the legislation comes into force on 25th May 2018. SC explained that the compliance process includes robust risk assessment of all data protection procedures, allowing organisations to demonstrate that they are moving towards compliance and managing risk appropriately in areas that require a longer change process.

Action: RW to update governors on Carew's progress regarding GDPR compliance at the summer term LGB meeting.

15. DATES OF NEXT MEETINGS

The following dates were **AGREED**:

- Tuesday 12th June 2018 at 4.00pm
- Tuesday 13th November 2018 at 4.00pm
- Tuesday 5th March 2019 at 4.00pm

16. CONFIDENTIALITY

There were no confidential items.

The meeting closed at 6.01pm.

CHAIR-----

DATE-----

ACTIONS ARISING FROM THIS MEETING

Minute	Action	Status
6a – SLT Report	JB and RW to discuss structuring SLT Report around Outstanding descriptors at next EVS portfolio meeting.	Open
6a – SLT Report	SC to add Questioning Feedback to the summer term LGB agenda.	Open
6a – SLT Report	RW to include percentage of unqualified teaching staff in next SLT report.	Open
6a – SLT Report	RW to circulate Jenny Rowley's report to governors.	Open
6a – SLT Report	JD to provide data report on praise and reward vs sanctions at next LGB meeting.	Open
6a – SLT Report	MW to supply fire drill report for summer term LGB meeting.	Open
7 – SEF / SDP / Health Check Feedback	RW to present a front page summary and the full diagnostic at the autumn term LGB.	Open
7 – SEF / SDP / Health Check Feedback	JB and RW to go through RAG ratings at next EVS portfolio visit.	Open
7 – SEF / SDP / Health Check Feedback	SC to add Parent Survey Data to summer term LGB agenda.	Open
8 – Carew Vision and Values Review	RW to feedback to governors on vision and values development at next LGB meeting.	Open
9 – Term Dates Consultation	RW to feedback to governors any responses from parents/carers to the letter re. term dates.	Open
14 – GDPR	RW to update governors on Carew's progress regarding GDPR compliance at the summer term LGB meeting.	Open