

I certify that these minutes are a true record of the LGB meeting held on Wednesday 18th March 2015 at 2pm

Signed Chair/ Vice Chair Date.....



Cowes Enterprise College

Local Governing Body Meeting

Date: Wednesday 18th March 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
Miranda Courtney	(MC)	Governor
Victoria Spencer	(VS)	Governor

Apologies

Sean Harrison	(SH)	Governor
David Doherty	(DD)	Head of School
Neil Strowger	(NS)	Governor

Attendees

Carole Bailey	(CB)	Clerk
Richard Marinelli	(RM)	Business Director
Gwayne Webb	(GW)	OAT Representative
Jemma Harding	(JH)	Vice Principal
Quinton Naidoo	(QN)	Assistant Principal

1. Apologies for absence

Apologies were received and accepted from SH, DD and NS.

2. Declaration of Interest and Confidential Items

CB asked governors to update and sign the Business Interests forms and return.

There are no known confidential items on the agenda. JP made the governors aware that there may be a personnel issue.

3. Minutes of the meeting 11th February 2015

DS asked for accuracy comments on the minutes; MC proposed correct for signing, VS seconded and the governors agreed unanimously.

AP1. Summer school update is under section 2.4 in the Principal's report.

AP2. Behaviour problems in Year 8 and within Pupil Premium (PP) students are being investigated. CR is analysing data but the detail is not ready yet. There is a capacity issue within the SLT given the level of work at the current time.

Q. Is the academy vulnerable around PP?

A. It is acknowledged that quality of provision for PP students needs improvement. Issues are being addressed; teacher recruitment is a contributing factor.

Action Point 1: Provision for PP students and behaviour within PP students and Year 8 will come back to the summer term.

AP3. The academy has decided that the Educational Welfare Service (EWS) service offer did not represent value for money at £4.5k; this would be one meeting a term and pursuing fines. The service will still be obliged to fulfil statutory functions. Governors discussed the possibility of operating as a cluster with local primaries but some have already signed up to the EWS. This would involve being able to recruit a good EW Officer.

AP4. Looking at the pastoral care system is in progress. Having 'villages' in the college works well for mixing older and younger students but creates a gap when looking at responsibilities for year groups. There is no general over-view. Progress overview is also harder to see when within villages.

Q. Should progress be taken out of village structure and placed in a horizontal year structure?

A. This needs to be explored. Year 11 intervention groups have already moved to a year structure overseen by CR. It could be that each village lead takes an overview of a particular year group but there are 4 villages and 5 year groups excluding 6th form. The village system is not functioning as it should at the current time. Communication is too slow.

Q. The system sounds very tangled and complicated; how quickly can it be moved forward?

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A. JP is meeting with middle leaders on Monday 23rd March 2015 to discuss the way the villages/year groups should function; fulfilment and clarity of roles; and identified training needs.

Q. Is it the people or the roles that need attention? Are you (JP) leading because of the SLT capacity issues?

A. Both people and roles. Some people were new to post and training needs to be addressed. It is an SLT line management shared role.

Q. Progress needs to be monitored quickly; can you provide milestones and a timeline for improvement?

Action Point 2: JP will outline the proposed solution to village/year functions with regard to progress and pastoral care at the LGB meeting on 22nd April 2015.

Q. Will the proposed changes need any alteration to the staffing structure? All HR issues must be correctly addressed.

A. It is proposed that any changes will be cost neutral but may involve changes to job descriptions.

Governors agreed that necessary changes should be made as quickly as possible.

AP5. SEN data is in section 2.2 of the principal's report.

AP6. Analysis of quality of teaching is in section 4 of the principal's report.

AP7. Detailed evidence for analysing where pockets of good practice are in teaching is not yet available.

Governors discussed the need to know where the strengths and weaknesses are within the academy. There is a repetition of some staff not fulfilling job descriptions; this needs to be 'broken through' quickly. The inconsistency in leadership over the last few years has not helped reinforce expectations. This is now being addressed.

Action Point 3: JP will include information on what is performing well within the academy in the next report.

AP8. RM informed CB of finance dates.

AP9. Following the withdrawal of a previous expression of interest in the curriculum post and a resignation from within the department this post has been advertised this week. Then a team will be built around the new lead.

AP10. The 6th form action plan is in section 2.5 of the principal's report.

AP11. The 'prevent' agenda is ongoing. JP will attend a conference organised by Hants CC in April. This will enable local contacts and context to be established. An online training has been found which can be completed by governors and staff (level of staff to be decided) when context and contacts are established. JP is looking at the curriculum provision on British values and citizenship within the academy and it is likely it will be placed under the RE remit to ensure strong direction. DD will also be bringing back information from the OAT Principals' Forum.

AP12. JP has sent a feedback email to the student representatives concerning the issues they have raised. A CEC email address will be set up for SH who is the student link governor (KB is deputy link governor). A 'you said-we did' section will be placed on the academy website.

AP13. A finance item is on this agenda.

AP14. Governors discussed a staff link governor and VS volunteered for the role. Governors agreed unanimously. VS will use a CEC email address for staff link. CB reminded all governors that no knowledge should be acquired from any potential or ongoing staff grievance or disciplinary matters to ensure 'untainted' governors for any panel.

AP15. Governors' photos are now in the foyer but not yet on the website.

5. Progress on LGB self-evaluation and development plan

DS will complete the first section with JP. He asked for comments in general. CB suggested that monitoring should be increased. Governors discussed procedure and focus for visits.

QN and JH joined the meeting at 2.56pm.

Coverage of the Key Performance Indicators (KPIs) needs to be ensured. JP will monitor areas covered and suggest changes where appropriate. CB also suggested a scheme of work needs to be compiled for the LGB which is focused on the needs of this academy; it should be in place to roll out in September 2015. Governors discussed the skills audit and the need to fill any gaps which are highlighted.

Action Point 4: CB will resend the September 2014 skills data to governors to update.

DS asked governors to look through the draft judgements made in section two. After discussion it was agreed to re-grade boxes 3, 5 and 12 to 'amber' as governors felt they needed trends for data to develop a deeper understanding. It was agreed that the LGB had a good grasp of the finance issues due to the comprehensive reports from RM.

Priorities for development in section 2 are:

Pupil Premium; safeguarding; accuracy of assessments; teaching and learning; engagement of parents and staff; clarity of vision; and trends in data

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Governors looked at the draft judgements in section 3. In box 3 it was agreed that 'amber' was appropriate until safeguarding was improved further and the website provides more information. Risk management needs to be a clear approach. Box 5 was discussed and CB expressed concern that the policy list is not in a 'green' state at the current time and they are the LGB policies and procedures. This is being addressed but capacity at SLT is a factor. Box 5 was re-graded to 'amber'. Governor attendance is good at an average of 85%; this will be the target for the end of the academic year. Governor attendance at events should also be recorded.

Action Point 5: CB will start recording governor attendance for panels and academy events.

JP asked if the meeting could address the exclusion and attendance figures as QN had another meeting to attend. The governors agreed.

JH left the meeting at 3.15pm.

10. Principal's Report (in Part)

QN drew the governors' attention to data on pages 9-13. Exclusions are down on the autumn term figures.

Q. What do you attribute this drop to?

A. There is a better structure in place with more appropriate strategies. There is more opportunity to work with disengaged students within the academy.

Q. The provision of external services for excluded pupils was a financial over-spend area; has it impacted on provision by not using these services?

A. There has been no impact. Providing services within the academy has proved as, if not more, effective. Reduction of exclusions within Years 10 and 11 PP students is occurring and the next data should show the decrease. PP students do make up most of the exclusions. KS3 will be the next focus for reducing exclusions.

Q. Would it be feasible to set a trajectory for reductions?

A. The theory is sound; the academy is now in a good position in terms of staffing.

Q. As governors we need to know the objectives for improvement and the main reasons for exclusions, can this be included in the next report?

A. Yes, these can be included. The academy is trying to set up its own internal unit to prevent exclusions and use a set room for isolation instead. The previous use of the room was mixed; it was used for refuge and behaviour problems which led to difficulties in management.

Q. Is attendance and persistent absence linked to exclusions?

A. Yes, particularly in the autumn term as twilight sessions were being used which mean main sessions are marked 'not attended' and exclusions are 'not attended'.

Q. Has any work been done on monitoring improved teaching against improvements in attendance?

A. No, the academy is still caught in a dilemma with supply teachers and recruitment of good quality teachers. It is a problem nationally and in particular on the island. It does present equality issues.

Governors discussed how difficult it is to interpret the data around quality of teaching and attendance, and to know what stage we are at, without clear objectives.

Action Point 6: QN to propose attendance objectives and milestones for the LGB meeting on 22nd April 2015.

QN left the meeting at 3.32pm.

5. LGB self-evaluation (cont.)

DS and CB will amend the self-evaluation form to include priorities, objectives and tasks. DS will meet with JP to look at Section 1.

6. Governor reports

The electronic version of the governor visit form has been distributed. Governors discussed how many reports they should be aiming for and agreed two reports each by the end of the academic year.

7. Finance

RM drew governors' attention to the previously distributed reports and monitor sheet and discussed with governors the repayment of the overfunding. A recovery plan has been produced which is with the EFA for consideration. The EFA acknowledge the requirement to ensure adequate cash flow for the academy within the plan. There will be reductions that can be made in some areas of the budget. The items highlighted red on the monitor sheet show areas of overspend and bold black areas which can produce savings. Curriculum resources will not be reduced. Some external services can be consolidated within the academy. Catering is operating at a loss and measures are being put in

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place to address this; there should be an opportunity for this element to provide revenue. Lettings are also under scrutiny to provide revenue including the contract to occupy the nursery provision.

JH returned to the meeting at 3.40pm.

Q. Supply staff costs are high; can we do anything about this?

A. This is high but as supply is in place because the original posts could not be filled it is offset against staffing cost. There is a need to look at timetabling to ensure that best value for money is achieved within staff deployment. The governors endorsed unanimously the plan to repay the overfunding. The budget report will be available soon. DS thanked RM for his reports.

Action Point 7: RM will keep governors informed of the action plan for repayment of the overfunding and the timeframe in which it will take place.

8. Safeguarding Action Plan

JP updated governors on staff training including higher level Child Protection (CP). JH has taken on the CP lead role at the current time but it is a drain on resources. There have been cases of staff attending an arranged meeting off site and nobody attending from Social Services. The LA service is deteriorating and the local children's services board (4LSCB) need to be made aware of how serious the problem is becoming. Governors would be happy to write to 4LSCB to back the Principal if needed.

The academy now has tighter safeguarding procedures. Staff are required to sign that they have read the CP and Safeguarding Policy and the Staff Handbook; this includes supply staff. Level 2 safeguarding training online has been purchased and all staff should complete the training by Easter. Governors asked if they could have a login to complete the Level 2 training.

Action Point 8: JH will forward a link for governors to use to complete the level 2 safeguarding training.

The Bullying Policy needs review as clarity of practice is not clear.

Q. When will this policy be reviewed?

A. JP will let CB know when this policy is ready to come to the LGB.

Governors thanked JP and members of the SLT for the work so far in ensuring progress of the safeguarding action plan. The prevent agenda and the EWS have been covered under item 4.

9&10. Self-Evaluation, Strategic Plan and Principal's Report (cont.)

The self-evaluation judgements have not changed. KS3 more-able students are not receiving enough challenge. PP; exclusions; quality of teaching; and equalities all need work. Sections 1, 4, & 5 of the Action Plan are noted in the report and the Safeguarding action plan. JP asked for governors' questions.

Q. Looking at CR's reported section, the use of data to improve teaching is not good enough, deadlines are missed and the rigor is missing; how do you plan to address this?

A. GW will be training the middle leaders to improve their role, the baseline expectations are being established but there needs to be consistency.

Q. Are we looking at capability of teachers and middle leaders?

A. Not necessarily, it is more a case of ensuring that stated roles are being fulfilled consistently and correctly. Some items 'fall down the gaps' if roles are not accurately defined.

Governors thanked JP and CR for the honesty and rigor of the evaluation. Training in management should now help address these issues. It is hoped that defining roles and timelines will ease the uncertainty of some staff members and raise morale.

Governors congratulated the students celebrated on page 2 of the report and looked forward to seeing more of these items. A discussion followed on the marketing of the academy.

Q. It is noted that predictions for Year 11 5A*-C has been revised downwards; why is this?

A. CR is analysing the data and is more cautious on the results than previous reports. Boys are behind girls and interventions are in place. Progress 8 comparison shows a slight improvement.

JH updated governors on the arrangements for Summer School. A grant of £250 per student who takes part has been applied for. Links with primary feeder schools have been established. CR and JH are working out a program of events; contacts from GW with other OAT academies will assist with planning. Local businesses will be involved and parent engagement sought. Some staff members have already come forward to be involved.

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JP updated governors on the 6th form plan. Drop-ins have been arranged for Year I I students to see what lessons are like in 6th form. Information going out to potential 6th form students has been increased. Collaborations between other local provision such as Platform One and UKSA are being investigated, including offering hospitality/marine courses.

'A' level results were the best in the area last year. The facilities within the 6th form have been improved so that the common room and tutors are all located in the same area. Recruitment is increasing and there is a positive feeling but we have to deliver next year's courses on this year's funding.

JP and JH reported on personnel matters. Supply is reducing; there are improvements in quality of teaching at the lower end of grading, but the academy still needs specialist teachers, some student teachers under the SCITT (School Centred Initial Teacher Training) are relocating and others coming in. The advertisement in the Irish Times yielded no useable applicants. There is a balance between retaining teachers to cover all classes and using supply teaching. Maths and Technology recruitment has been positive.

KB left the meeting at 4.25pm.

The academy is seeking collaboration with other teaching schools to possibly set up as a satellite training school. A 'prepare to teach' course for those who want to enter teaching could be considered and in-house support for supply teachers. The key basics could be covered including level of challenge, level of expectation, accountability and linking with policies and progress.

Q. Who monitors all these at the moment?

A. Monitoring takes place on the Blue Sky system but the rigor needs to improve within middle leaders.

Governors agreed that CEC needed to engage with other OAT academies more, perhaps use the accommodation in Cowes to attract assistance.

JH told governors that the external moderator for SCITT, Jan Lewis, has given positive feedback on the support SCITT student teachers receive at CEC. Governors were fully supportive of a move to increase involvement with the SCITT.

Q. Staff absences are not reported, could this be included in the next report? Are 'return to work' interviews still taking place?

A. Absence details will be included in the next report. Return to work interviews are taking place, this will be endorsed at the meeting with middle leaders on Monday 23rd March 2015.

Signing in procedures for staff have been tightened up as part of improved fire safety.

Governors looked at the risk management areas. In area 2, 6th form funding is being re-examined as an error in 'hours taught' calculations needs to be amended. Risks from funding shortfall and staff shortages are the 'worsening' areas.

The Chair thanked JP for the comprehensive report.

12. Policies for approval

Equalities Policy

JP drew governors' attention to the need for an equalities monitoring plan but recommended the OAT Policy is adopted at this meeting with the proviso that the monitoring plan is to follow.

Q. When can the plan be expected?

A. The summer term 2015.

MC proposed the Equalities Policy for adoption, VS seconded and the governing body agreed unanimously.

Admissions Policy

This policy is the previous college's policy with a cover sheet. There has not been a review; if adopted it will stand for admissions in September 2015 and 2016. It will need to be reviewed in September 2015 to allow for consultation time to address admissions in September 2017.

MC proposed the Admissions Policy for adoption, VS seconded and the governing body agreed unanimously.

JH left the meeting at 4.45pm.

13. Next Meeting

Wednesday 22nd April 2015.

Governors asked GW's opinion on the joining of the progress board into the LGB meeting. GW said that it appears to have worked well. VS felt she was now in possession of all the information to make decisions. MC commented that it may be necessary to have a more detailed focus on Year I I in September. The LGB meetings are longer but it means that all are involved in decisions.

DS thanked everyone for their time and closed the meeting at 4.50pm.

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Contacts:

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