

**OHC&AT SURREY & SUSSEX HUB [SASHUB]
Brantridge (BrS), Grafham Grange (GrG) & St Dominic's (StD) Schools**

**MINUTES OF MEETING OF THE GOVERNING BODY (PART 1)
4.15pm, 19th July 2018
at Brantridge School**

1.	OPENING	
.1	Attendees/Apologies	
.1	Attendees were: <u>Governors:</u> Ken Cowdery (KC) Academy Governor, Chair [PF1/5] Andrew Falk (AF) Academy Governor [PF4-StD] Sherie Harris (SH) Staff Governor (GrG) Martin Hartwell (MH) Academy Governor [PF6/3] Philip Knights (PK) Academy Governor, Vice-Chair [PF5/1] Alison Livesley (AL) Academy Governor [PF4-BrS] Diane Puica (DP) Staff Governor (BrS) Dafydd Roberts (DR) Principal (BrS) Liz Simmons (LS) Academy Governor [PF3/6] Janet Tremble (JT) Principal (GrG) <u>In attendance:</u> Karma Hardin (SM) OHC&AT, Finance Assistant for SASHUB Emma Neil (EN) OHC&AT, Head of Finance Compliance <u>Officers:</u> Frank Curry (FC) Minute-taking Secretary	
.2	Apologies were received from: Angela Drayton (AD) Principal (StD) & SASHUB Regional Lead Catherine Drummond (CD) Parent Governor (BrS) Martin Lowthian (ML) Parent Governor (GrG) Sam Marshall (SM) Academy Governor [PF2] Corinne Morgan (CM) Staff Governor (StD) Julian Short (JS) Parent Governor (StD) Joanne Yarlett (JY) Academy Governor [PF4-GrG]	
.2	Chair's Remarks	
.1	KC welcomed all to the meeting, particularly to the new staff Governors Diana Puica and Sherie Harris, to Janet Tremble, the new Principal of Grafham Grange, and to Karma Hardin and Emma Neil from OHC&AT's finance staff. The latter confirmed that KH's remit related solely to the three SASHUB schools.	
.3	Declarations of Interest(s):	
.1	There were no declarations of interest(s) in agenda items.	
.4	Review of minutes of Previous Meetings	
.1	The Part 1 Minutes of the previous St Dominic's/Brantridge/Grafham Grange Governing Body Meeting held on 22 nd March 2018, having been circulated, were taken as read and signed by KC as an accurate record of the meeting.	
.5	Matters Arising (Paper SAS.18.2.01)	
.1	KC drew attention to Paper SAS.18.2.01 which had been previously circulated with the Agenda. The paper set out Matters Arising from Governing Board Meeting SAS 18.1, together with an update on the resolution or continuing action pertaining to specific agenda items.	

.2	KC asked if Governors had any questions relating to the Matters Arising. There were none.	
.3	All other actions were noted by Governors as either completed or on-going as stated.	
.6	Chair's Actions	
.1	KC noted that a summary of his own activities and actions since the last meeting is set out in Paper SAS.18.2.02.	
2.	GOVERNANCE	
.1	Chair's Report (Paper SAS.18.1.02)	
.1	KC referred to his Report (SAS.18.2.02) which had been previously circulated with the Agenda. KC highlighted the following matters within his report.	
.2	KC first expressed thanks to all Governors and staff of the three schools, for all the hard work during the academic year which had resulted in many pupils making progress, or transitioning into other education settings or work. KC added that it had been a most challenging year from a governance perspective, with the three schools academising under the sponsorship of OHC&AT and the Governing Body of the three schools merging into one. KC then highlighted a number of key events.	
.3	KC expressed gratitude to AL and PK who had agreed to become Assistant Chairs with remits focussed on Brantridge and Grafham Grange respectively. KC would retain the overall Chair role as well as a greater focus at StD. These appointments would enable more effective interaction between the Governing Body and individual school Principals.	
.4	KC noted that DR had now been appointed as permanent Principal at Brantridge following a very successful and challenging period as Interim Head Teacher. KC congratulated DR on his appointment.	
.5	KC extended a warm welcome to JT who had been appointed as Principal at Grafham Grange and was now in her second week in the job. He also expressed gratitude to her predecessor Neil Sykes who had successfully managed a very difficult transition at Grafham Grange, as an Interim Head Teacher. Neil had now moved on to another senior OHC&AT appointment at another OHC&AT school near Slough.	
.6	KC stated that, with AD taking on the Regional Leadership role, as well as her Principalship role at St Dominic's, VP would take on more responsibility as Assistant Principal at Dominic's. In practise this would mean that VP would, in effect, have the same authority as the Principal when AD is otherwise occupied in her Regional Lead capacity.	
.7	KC then set out the governance arrangements for the coming academic year and confirmed portfolio appointments. At this point, SH asked why she had not been appointed to a portfolio. KC explained that Staff Governors were not allocated to portfolios but were invited to attend one PF meeting of their choice per term held at their respective schools, if they were available.	
.8	KC drew attention to his assessment of the 2017/18 Governing Body Effectiveness summary (Para.7) in his report. He summarised that much had been achieved in a very challenging year well but expected there would be further progress in effectiveness in the academic year ahead as the new Governing Body arrangements and governors settled in.	
.9	KC also introduced his suggested Governing Body Effectiveness targets for 2018/19 (Para.8) in his report. KC added that It would be a very good target for each governor to complete a 'learning walk' visit to at least one of the schools during the course of the academic year and to attend at least one school event/activity. KC stated that these visits provide an opportunity for governors to gain a sense of the effectiveness and safety of the school as well as opportunities to obtain stakeholder feedback – staff, pupils/students and parents/carers.	
.10	Governors had no further comments on the Chair's report.	
3.	PORTFOLIO GOVERNOR REPORTS	
.1	KC indicated that the reports had been distributed with the Agenda but he would request any additional comments to be made by those Portfolio Governors present.	
.2	PF1 - Ethos, Vision, & Strategy (Paper SAS.18.2.PF1)	
.1	KC referred to his report and reported that he felt assured regarding progress in line with the business cycle. Key action items were highlighted in his report and these would be	

	followed up at the next PF1 meeting.	
.2	KC had nothing further to add to the Report other than to emphasize that there was a great deal to do in each of the schools but the introduction of the Regional Leadership Team should hopefully provide the necessary impetus and support.	
.3	Governors had no further comments on the report.	
.3	PF2 - Teaching & Learning (Paper SAS.18.2.PF2)	
.1	Neither SM nor CD were present to add comments but KC noted the PF report indicated that the level of assurance PF Governors were able to attain is greatest at St Dominic's, improving well at Brantridge but still insufficient at GrG. With the introduction of JT as permanent Principal at GrG as well as the new Regional Leadership structure, governors should expect to attain more assurance in the coming academic year.	
.2	Governors had no further comments on the report.	
.4	PF3 - Finance & Resources (Paper SAS.18.2.PF3)	
.1	LS referred to her report and reported that she felt assured regarding progress in line with the business cycle. Key action items were highlighted in his report and these would be followed up at the next PF1 meeting.	
.2	LS drew particular attention in her report to the recommendations concerning the need for OHC&AT to provide PF governors regular financial monitoring reports, accompanied by detailed notes. ACTION: KH to issue monthly management accounts/monitoring reports to LS.	KH
.3	Governors had no further comments on the report.	
.5	PF4 - Safeguarding and Child Protection (Papers SAS.18.2.PF4.BrS / .StD):	
.1	AF and AL referred to their report for StD and GrG respectively. AF and AL were able to confirm they both felt assured regarding progress in line with the business cycle.	
.2	AF indicated that he was awaiting data on behaviour from St Dominic's but had no reason to express concern and would alert governors particular concerns should they arise.	
.3	AL emphasized that the revised DfE document, Keeping Children Safe in Education (to take effect in September 2018), had been circulated to Governors on Sharepoint, for their confirmation that they had read and understood Part2 of the document. Current Governors had confirmed but new Governors needed to do so by the beginning of the Autumn Term.	Governors
.4	VP noted that there would be an INSET day on 3 rd September at St Dominic's on the subject of Safeguarding which Governors were welcome to attend.	Governors
.5	AL also emphasized the two assurance visits from Kingston and Richmond Borough Councils to BrS presented a good picture of safeguarding at the school. This was a huge achievement for which AD , DR , Rob Chowns and the whole school should take much credit. It was noted that those in attendance were not aware of any council representatives having made monitoring visits to GrG in the last academic year.	
.6	KC advised that JY had not yet submitted a report for GrG. ACTION: KC to follow up with JY regarding safeguarding assurance at GrG.	KC/JY
.7	Governors had no further comments on the reports.	
.6	PF5 - Admissions, Marketing and Business Development (Paper SAS.18.2.PF5)	
.1	PK referred to his report and reported that he felt assured regarding progress in line with the business cycle subject to various outstanding actions.	
.2	PK commented that, though there had been a large number of pupil referrals, not so many had materialised and he felt that there was a need to follow up at Brantridge and Grafham.	
.3	At this point LS enquired about the status of the proposal to DfE to convert Grafham to co-educational provision. JT understood the proposal was still being considered by DfE. PF asked JT whether the Grafham curriculum was fit for co-educational purposes. JT felt it would be suitable for girls but would be commenting later in the agenda on the school's provision. [Post Meeting Note: DfE approval was received soon after the meeting]	
.4	PK pointed out that two new Parent Governors JS and ML would be taking over portfolio PF5 in the Autumn Term. KC noted that JS and PL had already attended one PF5 meeting and were undertaking a review of the Portfolio remit. JS and ML had also commenced an	

	audit of the school website content – to align with requirements for academy schools - starting with StD’s website.	
.5	Governors had no further comments on the report.	
.7	PF6 - Human Resources (Paper SAS.18.2.PF6)	
.1	MH referred to his report and reported that he felt assured regarding progress in line with the business cycle. MH drew attention to the two matters relating to PF5:	
.2	Firstly, MH pointed out there is still a need for the schools to evaluate OHC&AT’s optional services and, if worthwhile, to start making use of them. ACTION: Principals to review OHC&AT’s optional services and to evaluate whether they are worth taking on board.	AD/DR/JT
.3	Secondly, MH highlighted the need to review equality of pay across similar roles at Grafham Grange. This would be picked up at next term’s Pay Committee, the terms of reference, which MH had scrutinised. MH expected the Pay Committee to be held in October.	
.4	EN and KH explained that the Principals would make pay recommendations in advance for evaluation by the Pay Committee. Pay changes were typically made for Teachers in September and for Support Staff in April and any changes would be backdated as appropriate. They confirmed that Support Staff were eligible for performance-related pay.	
.5	Governors had no further comments on the report.	
4.	PROCEDURE APPROVALS	
.1	OHC&AT policy updates	
.1	KC drew governors’ attention to Paragraph 5 of the Chair’s Report (paper SAS.18.2.02), which listed a number of new or reviewed OHC&AT policies. These policies should be available for review on the Governor Portal (Sharepoint).	
.2	Procedure updates requiring approval	
.1	None this meeting.	
.3	Update on reconciliation of procedures with OHC&AT policies	
.1	It was confirmed that the work of updating local school policies and procedures to align with OHC&AT policies was in hand but was a huge amount of work for the Principals and the Regional Team. ACTION: Principals to implement a process for local policies and procedures to be updated to align with OHC&AT policies in their respective schools.	AD/DR/JT
5.	PRINCIPALS’ REPORTS	
.1	Introducing the Principals’ Reports, KC explained that each report was accompanied by both a data dashboards and schedule of responses to Governors’ comments/queries raised prior to the meeting in respect of the reports.	
.2	LS observed that the data dashboards were not correlated with the data in the reports. VP agreed and confirmed that that work was in hand to ensure a better link up the dashboards.	
.3	KC invited Principals to summarise their reports and highlight any particular issues.	
.4	Brantridge School Principal’s Report & Dashboard (ref Papers SAS.18.2.03 / .03a / .03b)	
.1	DR commenced by drawing attention to Brantridge staff who had had to deal with big changes over the last year. It had been challenging for them, particularly in respect of the redundancies which had had to be made. DR also acknowledged the welcome support provided by AL in her new role as Assistant Chair.	
.2	DR also acknowledged the welcome support provided by AL in her new role as Assistant Chair.	
.3	MH added that the transition support provided by OHC&AT had been good.	
.4	In summary, DR said that getting safeguarding and behaviour right had been the priorities. Now, in the coming year, the focus would need to shift more onto teaching and learning.	
.5	There were no further queries at present. Governors thanked DR for his report and responses to queries.	

.5	Grafham Grange Principal's Report & Dashboard (ref Papers SAS.18.2.04 / .04a / .04b)	
.1	KC noted that JT had been in post only 2 weeks. The report had been prepared by her predecessor Neil Sykes as Interim Principal but who had now moved on. JT had, with assistance from Neil Sykes , responded to the governor queries. KC asked JT to provide some early impressions.	
.2	JT acknowledged that the school had been through a most difficult year but she felt that there was good support from the staff and from Governors and that she envisaged a bright future.	
.3	SH agreed that there was a long way to go but the staff were happy to have JT in post as a permanent Principal and were looking forward to the future.	
.4	PF asked about the GrG budget for 2018/19 where no residential-related costs were indicated, despite the plan to continue with a residential offer. KH and EN explained that the budget would be re-forecast in September. They were working on the figures. PK added that it was essential that the school had some firm figures on which to plan at the earliest possible stage. ACTION KH: to share updated financial forecast for GrG as soon as possible or in any case by September 2018.	KH
.5	KC added that he and PK had visited the school recently and had had a good meeting with both various staff members and the 'Pupil Parliament'.	
.6	There were no further queries at present. Governors thanked JT for her report.	
.6	St Dominic's Principal's Report and Dashboard (ref Papers SAS.1818.2.05 / .05a / .05b)	
.1	AD who had prepared the report was not present but VP who had contributed to the report was present and able to respond to queries.	
.2	AF raised the issue of the use of the vacant Lodge, adjacent the school entrance gates. This followed Parish Council questioning. Those present were not able to advise on any updated thinking about the Lodge.	
.3	Governors also enquired about the status of the planning/construction of the Performing Arts Centre. LS clarified that she was aware that location of the centre was being reviewed due to the impact on parking and pupil drop-off/pick-up. If a new planning application would have to be prepared. Also, there would be a need to apply for more funding.	
.4	KC noted asked whether there was any cause for the reported increase in self-harm incidents. VP responded that the individual circumstances were all different but it did demonstrate a changing profile of need for the latest cohort. The relative increase in SEMH presentations in the current cohort was a significant factor. VP confirmed the school would continue to monitor the self-harm incidents and seek to identify any triggers and potential adaptations/interventions.	
.5	KC highlighted reduced number of exclusions from 11 to 1. VP expressed her view that this was due to a range of measures but was partly as a result of an improved quality of teaching.	
.6	At this point, SH remarked that performance management at GrG had not been a priority in previous years but she believed it would become an increasing priority in the future.	
.7	In summary, VP felt that the year was ending on a positive note. A priority at St Dominic's would be to build capacity in the middle leadership in the coming year with a number of members of senior staff joining the Regional Leadership Team.	
.8	There were no further queries at present. Governors thanked AD/VP for the report.	
.7	KC thanked all those contributing from the three schools and commented on the helpful consistent style of reporting across the three schools.	
.8	LS commented that she liked the newly introduced practice of putting questions to the Principals in advance of the meeting, as it helped to ensure that the answers were accurate and informative.	
.9	KC noted that any outstanding queries from the questions and answers papers would be followed up by governors at related Portfolio meetings.	
6.	ANNUAL SAFEGUARDING REPORTS (ASRs) - RATIFICATION	
.1	St Dominic's ASR July for GB ratification (Paper 18.2.08)	
.1	KC explained that St Dominic's Safeguarding Report was a requirement of Surrey County Council as the school's home authority. Surrey required the report to be ratified by	

	Governing Body prior to submission.	
.2	AF confirmed that he had checked the ASR and considered that all was in order.	
.3	Governing Body ratified the Report.	
.2	Brantridge School's ASR	
.1	DR explained that, as far as he was aware, West Sussex did not have the same requirement and hence had not prepared an ASR. ACTION: DR to investigate whether West Sussex has a similar ASR requirement.	DR
.3	Grafham Grange's ASR	
.1	JT was uncertain of the status of the GrG. ACTION: JT to investigate the current status of its ASR and when next due for submission.	JT
7.	SCHOOL FINANCE AND FUNDING	
.1	Generally	
.1	KC explained that a detailed PF3 meeting had been held immediately prior to the Governing Body meeting together with Principals, School Business managers and EN/KH. This had helped attendees gain a better level of understanding of the budgetary processes. KC added that OHC&AT had clarified that the Governing Body neither sets nor approves the budget. Its role is simply to comment on the income/expenditure budgets and to monitor them during the academic year. Principals were clear that each individual school must at least break even each financial year and that this, in turn, would be very much dependent on pupil numbers. KC invited questions from governors on the proposed budgets.	
.2	AF asked why the budget income/costs for StD had apparently increased by circa £2m from 2017/18 to 2018/19. KH explained that the 2017/18 budget only included the period set for 8 months since January 2018 – the point of academisation – and not the full academic year.	
.3	LS commented that the figures were based on government provision for pupils projected into future years. LS added that, following the prior meeting, she expected there would be more effective monitoring of finance within the OHC&AT framework, than hitherto had been the case.	
.4	EN stated that the OHC&AT practice would be to set budgets in June for the following academic year. EN/KH confirmed that they would aim to present their draft budgets at the Spring term Governing Body meeting.	
.5	KC highlighted the need for each school to plan for a sustainable future based on 3 to 5 year strategies.	
.6	MH questioned the increase 1.1% in charges for OHC&AT core services. EN responded that it reflected cost increases in pay and pensions and was revised each year. Referring to the 1.1% increase in the core service charge, PK made the point that the overall cost of central services represented a 24% increase at BrS/GrG and 30% at StD. With income down and charges up, both MH and LS identified the need for a collaborative dialogue with OHC&AT over fees.	
.7	MH mentioned the Reserves requirement and made the point that the three schools were housed in old premises which needed progressive maintenance and refurbishment. Governors hoped that OHC&AT would recognize this factor in its Reserves Policy. LS agreed that the schools did need a managed process over time.	
.2	Brantridge 2018/19 Budget and May 18 Management Accounts (Papers SAS.18.2.09/09a)	
.1	Governors noted the Budget and Management Accounts.	
.3	Grafham Grange 2018/19 Budget and May 18 Management Accounts (Papers SAS.18.2.10/10a)	
.1	Governors noted the Management Accounts and awaited issue of an updated budget to reflect the continuance of the residential provision. [see related Action in 5.5.4 above]	
.4	St Dominic's 2018/19 Budget and May Management Accounts (Papers SAS.18.2.11/11a)	

.1	Governors noted the Budget and Management Accounts.	
	<i>At this point, EN and KH left the meeting</i>	
8.	STRATEGIC MATTERS FOR REVIEW / DISCUSSION	
.1	Introducing this item, KC commented that this was an opportunity for Governors to hear from Principals about the coming academic year and for the Governing Body to think strategically about the future. Both DR and AD had prepared papers but JT , having just assumed office would provide a verbal perspective.	
.2	Brantridge: Principal's Aims for the Year Ahead [Paper SAS.18.2.12]	
.1	DR prefaced his remarks by pointing to the difficulties that he had experienced in engaging the staff, as much as he would have liked, due to the redundancies experienced in the current year.	
.2	Looking to the future, DR felt the most important aim from a sustainability perspective was to increase pupil numbers to the PAN of 54 but DR added that these must be the right pupils who would benefit from what Brantridge had to offer.	
.3	DR stated that it was equally important to raise teaching and learning standards to capture that important external validation of at least "Good".	
.4	DR felt that a wider range of therapies was vital, along with development of a multi-disciplinary approach for pupils.	
.5	KC asked about the impact of losing residential provision in the coming year. DP commented that for some pupils, daily travel to distant destinations, Kingston being an example, was going to have a negative impact. SH thought that this was too long and that in such cases residential was appropriate.	
.6	AL commented that OHC&AT wanted to drive up pupil numbers, though LS thought that it was important to manage the pace of change. DR agreed that there was a balance to be struck. DR and DP felt that more Teaching Assistants were needed to make progress and Governors voiced their support.	
.7	KC thanked DR for his thoughts about the future.	
.3	Grafham Grange: Principal's initial focus	
.1	JT introduced her remarks by identifying two principal areas of focus: curriculum and staffing.	
.2	Re curriculum, JT considered that the curriculum was too mainstream and needed to be more creative. More emphasis needed to be placed on the development of functional skills, and nurturing sessions. A nurturing group could be accommodated in the bungalow with rooms available for occupational therapy. JT envisaged conventional curriculum lessons being conducted in the mornings with more vocational activities in the afternoons.	
.3	Re staffing, JT stated the well-being of staff was vital and she intended to address this issue in the future.	
.4	In response to KC 's query, JT confirmed that her impression was that co-education could be introduced across the school. However, the development of a co-educational offer needed the right children and the right numbers. JT stated she would engage with staff and listen to their ideas.	
.5	LS suggested that OHC&AT should encourage greater co-operation across the three schools. SH added that schemes of work could be shared for example.	
.6	KC thanked JT for her observations and ideas and wished her well in her new post.	
.4	St Dominic's: Increasing Capacity to 110 pupils/students (Paper SAS.18.2.13)	
.1	VP commenced her remarks by endorsing much of what had been said in respect of Brantridge and Grafham Grange. Expanding numbers was vital but they must be the right pupils.	
.2	VP stated that at present StD had 95 confirmed pupils for the coming academic year but there was still capacity for growth, despite the limitations of the site. The key issues would be buildings and premises, cohort behaviour and safety.	
.3	VP stated that more capital investment would be needed. The KS2 accommodation, for example, was makeshift. Also, the site was largely unfenced and a great deal of time was	

	wasted in tracking down pupils. In the current year, for example, there were 161 absconding pupils though the great majority were located on site. Estimates of the cost for secure the site were in excess of £300k.	
.4	VP noted that, in terms of pupil numbers, 110 would mark full capacity. The school was not currently licensed beyond that figure. LS wondered whether creating a free school would be way to attract government grants for capital projects	
.5	KC thanked VP for the paper and her thoughts.	
9.	CALENDAR	
.1	Dates of 2018/19 Governing Body Meetings	
.1	KC indicated that these would be notified as soon as possible. KC clarified there would be three full GB meetings in the academic year 2018/19 – one meeting per term.	
10.	ANY OTHER BUSINESS	
.1	There being no other business Part 1 of the meeting closed at 1900.	