

**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)  
4.00pm 11<sup>th</sup> July 2019  
at Brantridge School**

<b>1.</b>	<b>OPENING</b>	
<b>.1</b>	<b>Attendees/Apologies</b>	
.1	Attendees were:  <u>Governors:</u> Ken Cowdery (KC) Academy Governor, Chair [PF1] Andrew Falk (AF) Academy Governor [PF4-StD] Philip Knights (PK) Academy Governor, Vice-Chair [PF1] Sherie Harris (SH) Staff Governor (GrG) 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) Amme Hayter (AH) Staff Governor (StD) Julian Short (JS) Parent Governor (StD) <u>In attendance:</u> Karma Hardin (SM) OHC&AT, Finance Assistant for SASHUB Vicky Perry (VP) Deputy Principal (StD)  <u>Officers:</u> Frank Curry (FC) Minute-taking Secretary	
.2	Apologies were received from:  Angela Drayton Principal StD and Regional Lead Catherine Drummond Parent Governor (BrS) [PF2] Joanne Yarlett Academy Governor [PF4-GrG] Martin Lowthian Parent Governor (GrG) [PF5]  The meeting was preceded by a presentation on the new OFSTED Inspection Framework by Janet Tremble.	
<b>.2</b>	<b>Chair's Remarks</b>	
.1	<b>KC</b> welcomed all to the meeting and introduced Amme Hayter, the new Staff Governor at St Dominic's. He also thanked all Governors for their work during the academic year, which was contributing greatly to the progress made at all three schools.	
<b>.3</b>	<b>Declarations of Interest(s):</b>	
.1	There were no declarations of interest(s) in agenda items.	
<b>.4</b>	<b>Review of minutes of Previous Meetings</b>	
.1	The Part 1 Minutes of the previous St Dominic's/Brantridge/Grafham Grange Governing Body Meeting held on 28 <sup>th</sup> March 2019, having been circulated, were taken as read and signed by <b>KC</b> as an accurate record of the meeting.	
<b>.5</b>	<b>Matters Arising (Paper SAS.19.2.01)</b>	
.1	<b>KC</b> drew attention to Paper SAS.19.2.01 which had been previously circulated and which set out updates on specific items. The following items remained outstanding: <ul style="list-style-type: none"> <li>• PM19.1 (1.5.1): AF, JY and AD to submit updated skills matrix. <b>Action: AF, JY and AD</b></li> </ul>	<b>AF, JY and AD</b>

	<ul style="list-style-type: none"> <li>PM19.1 (1.5.4): All Governors to confirm they have read and understood the latest version of KSCIE. <b>Action: All</b></li> <li>PM19.1 (1.5.5) : AD, JT and JY to submit Declaration of Interests forms. <b>Action: AD, JT and JY</b></li> <li>PM18.3 (6.1.1); KH to provide breakdown of usage of funds transferred by Radius Trust to OHC&amp;AT. <b>Action: KH</b></li> <li>PM 18.2 (4.3.1): Principals to implement a process for local policies and procedures to be updated to align with OHC&amp;AT policies in their respective schools. <b>Action: AD to update progress.</b></li> <li>PM18.1 (1.1.1): JT and JY to update Declaration of Interest forms. <b>Action: JT/JY</b></li> <li>PM18.1 (2.5). KC to contact OHC&amp;AT re timing of Governor safeguarding training. <b>Action: KC to progress</b></li> </ul>	<p style="text-align: center;"><b>All</b></p> <p style="text-align: center;"><b>AD, JT and JY</b></p> <p style="text-align: center;"><b>KH</b></p> <p style="text-align: center;"><b>AD</b></p> <p style="text-align: center;"><b>KC</b></p>
.2	<b>KC</b> 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.	
<b>2.</b>	<b>GOVERNANCE</b>	
<b>.1</b>	<b>Chair's Report (Paper SAS.19.1.02)</b>	
.1	<b>KC</b> referred to his Report (SAS.19.2.02) which had been previously circulated with the Agenda. <b>KC</b> invited questions or comments.	
.2	<b>LS</b> asked about plans to recruit new Academy Governors – especially PF2 and PF6 where there were vacancies. <b>KC</b> agreed that this was an issue and asked all present to consider possible locally based candidates who might be approached. <b>KC</b> would also continue to consult OHC&AT and look at other avenues. <b>Action: KC to liaise with OHC&amp;AT re Academy Governor Recruitment.</b>	<b>KC</b>
.3	<b>KC</b> highlighted the OHCAT Scheme of Delegation and Schedule of Responsibility updates. Governors acknowledged both the Scheme of Delegation.	
.4	<b>KC</b> highlighted the revised OFSTED Inspection Framework. Governors agreed that the new Framework represented a major change. (NB An update presentation had been made to Governors by JT immediately prior to the meeting).	
<b>3.</b>	<b>PORTFOLIO GOVERNOR REPORTS</b>	
<b>.1</b>	<b>PF1 - Ethos, Vision, &amp; Strategy (Paper SAS.19.2.PF1)</b>	
.1	<b>KC</b> referred to the PF1 report that recorded assurance re progress against the Portfolio remit, subject to some ongoing actions. <b>KC</b> highlighted the following items.	
	(a) <b>KC</b> noted that the detailed SEF updates, available to view on Sharepoint, demonstrated a huge amount of development work that had been done and is to be done at all three schools..	
	(b) <b>KC</b> commented on his recent 'learning walk' at St Dominic's and how useful it had been and encouraged all Governors to do the same.	
	(c) <b>KC</b> was particularly pleased that the three schools, with OHCAT's assistance, had developed 3-year financial plan, which would be presented to governors later in the meeting by <b>KH</b> . <b>KC</b> In estate development terms, he was clear that something needed to be done to replace the portacabin classrooms at St Dominic's.	
	(d) <b>KC</b> highlighted that he was particularly concerned about the poor quality learning environment in the old portacabins adjacent the playground at St Dominic's. It was clear to him that something needed to be done to replace these portacabin.	
.2	<b>KC</b> invited questions and comments but there were none.	
<b>.2</b>	<b>PF2 - Teaching &amp; Learning (Paper SAS.19.2.PF2)</b>	
.1	In the absence of <b>CD</b> , <b>KC</b> referred to the PF1 report that recorded assurance re progress against the Portfolio remit, subject to some ongoing actions. <b>KC</b> highlighted the following items.	
	(a) <b>KC</b> referred to the meeting he had attended during the previous week. A particular focus of the discussion had been around the suitability of the schools' curriculums. The schools were in the process of reviewing these and <b>KC</b> looked forward to reviewing progress at forthcoming meetings.	
	(b) <b>KC</b> stated that he had been assured that the schools could recognise room for	

	improvement in teaching and learning and that steps were being taken accordingly, albeit each school was had a very different starting point. Governors would be looking to monitor the effectiveness of the measures implemented and the impact on pupils' outcomes.	
.2	<b>KC</b> added that <b>CD</b> would take on the Lead PF2 Teaching and Learning Governor during the next academic year. <b>KC</b> was still liaising with OHCAT re the recruitment of another suitably experienced PF2 governor. In the meantime, <b>KC</b> would continue to act as PF2 'Buddy'.	
.3	<b>KC</b> invited questions and comments.	
.4	<b>AL</b> commented on teachers' relentless workload which was beginning to be recognized by DfE. She accepted that it was difficult to reduce workload but was pleased to note the greater emphasis being placed on wellbeing and mental health of both teachers and pupils.	
.5	Governors had no further comments.	
<b>.3</b>	<b>PF3 - Finance &amp; Resources (Paper SAS.19.2.PF3)</b>	
.1	<b>LS</b> referred to the combined PF3/PF6 report, which recorded assurance re progress against the PF3 Portfolio remit, subject to some ongoing actions. <b>LS</b> observed that financial matters would be discussed in more detail at a later Agenda Item but highlighted the following item.	
.2	<b>LS</b> raised the issue of environmental sustainability and wondered whether OHC&AT had a policy on the subject and whether resources existed to meet the challenges ahead. <b>KC</b> agreed to raise this with OHC&AT. <b>Action: KC to check with OHC&amp;AT on its environmental sustainability policy given the zero carbon targets ahead.</b>	<b>KC</b>
.3	<b>LS</b> invited questions and comments. <b>KC</b> thanked <b>LS</b> for her comprehensive paper. There were no other questions or comments	
<b>.4</b>	<b>PF4 – Behaviour and Safeguarding (Papers SAS.19.2.PF4.BrS &amp; .StD):</b>	
.1	<b>AL</b> and <b>AF</b> referred to their respective PF4 (BrS) and PF4 (StD) reports that recorded their assurance re progress against the Portfolio remits, subject to some ongoing actions. <b>AL</b> reported on a number of meetings that <b>AL</b> and <b>AF</b> had attended and highlighted the following item:	
	(a) Governors should be aware of an update of KCSiE which would but had nothing further to add to the report. She invited questions.	
.2	There was no report from <b>JY</b> for PF4 (GrG) and in her absence there was nothing to add re Grafham Grange.	
.3	<b>AL</b> and <b>AF</b> invited questions and comments.	
.4	<b>LS</b> enquired about the child safeguarding responsibility to those Year 8 pupils who had left Grafham. <b>JT</b> explained that contact was maintained mainly by phone and sometimes by visit, though distance was a real problem. The Educational Welfare Officer (EWO) was fully involved. The solution lay in transfer of responsibility to the Local Authority, through change of placement which the school was progressing.	
.5	<b>KC</b> asked <b>AF</b> about monitoring of the Single Central Record at St Dominic's. <b>AF</b> responded that checks are carried out regularly at St Dominic's and that the recent David Scott external audit had also assured the school that the record was up to date and compliant.	
.7	Governors had no further comments on the report.	
<b>.5</b>	<b>PF5 - Admissions, Marketing and Business Development (Paper SAS.19.2.PF5)</b>	
.1	<b>JS</b> referred to the PF5 report that recorded assurance re progress against the Portfolio remit, subject to some ongoing actions. <b>JS</b> highlighted the following items.	
.	(a) <b>JS</b> reported that reviews of St Dominic's and Brantridge's websites had been carried out and that Grafham Grange's would be reviewed shortly. In response to a query from <b>KC</b> he confirmed that the necessary changes had either been or will be incorporated.	
	(b) Admissions were going well with pupil numbers at St Dominic's next term likely to be in the 120-130 range and with Brantridge and Grafham Grange both around 45 pupils. <b>AL</b> commented that the numbers at both Brantridge and Grafham would seemingly need to increase further to reach long term financial sustainability.	
	(c) Discussions around fundraising opportunities were progressing. <b>JS</b> felt that the	

	corporate sector could be targeted. <b>KC</b> added that the longer- term prospect of the new alumni scheme at St Dominic's could also help in this area.	
.2	<b>AL</b> and <b>AF</b> invited questions and comments but there were none.	
.6	<b>PF6 - Human Resources (Paper SAS.19.2.PF3)</b>	
.1	<b>LS</b> referred to the combined PF3/PF6 report which recorded assurance re progress against the Portfolio PF6 remit, subject to some ongoing actions. <b>LS</b> highlighted the following items.	
	(a) <b>LS</b> expressed concern about communications between staff and OHCAT and wondered whether OHC&AT carried out staff surveys. <b>KC</b> agreed to follow up. <b>Action: KC to check whether OHC&amp;AT undertakes staff surveys or if they have a policy around the schools undertaking their own surveys.</b>	<b>KC</b>
.2	<b>JS</b> invited questions and comments. Governors had no further comments.	
<b>4.</b>	<b>PROCEDURE APPROVALS</b>	
.1	<b>OHCAT Policy updates</b>	
.1	<b>KC</b> referred to his Chair's Report and the various OHCA&T Policy updates listed. Governors noted the updated policies.	
.2	<b>School Procedure Approvals</b>	
.1	<b>KC</b> noted that there had been no school procedure approvals at this meeting.	
.3	<b>Aligning Procedures with OHC&amp;AT Polices</b>	
.1	<b>KC</b> observed that in the absence of <b>AD/DB</b> , it was not possible to ascertain the present position. <b>VP</b> noted that she was aware that <b>DB</b> was working on a comprehensive plan to bring procedures up to date and in line with OHC&AT.	
<b>5.</b>	<b>PRINCIPALS' REPORTS</b>	
.1	<b>Principals' Reports &amp; Dashboards (ref Papers SAS.19.2.03 / .03a / .04 / .04a / .05 / .05a)</b>	
.1	<b>KC</b> thanked Principals and their colleagues for the comprehensive reports.	
.2	<b>KC</b> noted that, prior to the meeting, a number of questions had been raised regarding each of the Principals' reports and that the Principals' responses had been shared with Governors prior to the meeting ( <b>ref papers SAS.19.2.03b, .04b and .05b</b> ).	
.3	<b>KC</b> invited Governors to discuss and feedback on the following two questions for each school: (a) What are the two most notable things that have changed for the better this academic year and (b) What two things should each of the schools focus on improving in the next academic year?  The Governors then split into three groups, with each group focussing on one of the schools. Following discussions, summary responses were provided by a representative of each group as follows:	
.4	<b>Brantridge School:</b>	
	(a) Two most notable changes for the better this academic year: <ul style="list-style-type: none"> <li>The turnaround in financial stability had been a great achievement and had been well received (although the soft-freeze during the year had had a debilitating impact).</li> <li>The expansion of afternoon activities for pupils had had extremely positive outcomes for pupils</li> </ul>	
	(b) Two key improvements to target next academic year: <ul style="list-style-type: none"> <li>There was a need to analyse both factors above, learn lessons and build on them.</li> <li>Maintain the improving trend of performance of the teaching team and learner outcomes.</li> </ul>	
.5	<b>Grafham Grange School:</b>	

	(a) Two most notable changes for the better this academic year: <ul style="list-style-type: none"> <li>• The much greater stability of the leadership team under <b>JT</b>'s leadership.</li> <li>• Achieving financial stability at year (although the soft-freeze during the year had had a debilitating impact)</li> </ul>	
	(b) Two key improvements to target next academic year: <ul style="list-style-type: none"> <li>• Teaching and learning must improve</li> <li>• Pupils' behaviour must improve</li> </ul>	
.6	<b>St Dominic's School:</b>	
	(a) Two most notable changes for the better this academic year: <ul style="list-style-type: none"> <li>• The maintenance of standards and potential recognised in a recent favourable David Scott audit report, which had boosted morale among staff.</li> <li>• The physical school building improvements in progress and planned were also having a positive impact on use of the school and morale of staff/pupils.</li> </ul>	
	(b) Two key improvements to target next academic year: <ul style="list-style-type: none"> <li>• Assessment data for Year 11 leavers</li> <li>• Maintain and build upon the School's best ever SATs results</li> </ul>	
.7	<b>KC</b> thanked Governors for their feedback. <b>KC</b> commented that he had been impressed personally over the year by the growing links between the three schools and the mutual support. <b>KC</b> invited further questions and discussion.	
.8	<b>LS</b> commented that she felt the David Scott audits were helpful and should prove a great help to both Grafham and Brantridge in the future.	
.9	<b>VP</b> noted that St Dominic's were very pleased with their strategy to close the gap in performance and acknowledged that Pupil Premium funding had been of useful in this area.	
.10	<b>KC</b> asked <b>JT</b> whether the termination of residential provision at Grafham Grange had been disruptive. Residency staff had converted to day time roles quite smoothly. The residency had in the past created strains.	
.11	There were no further questions or comments.	
<b>7.</b>	<b>SCHOOL FINANCE AND FUNDING</b>	
<b>.1</b>	<b>Management Accounts and 2019/20 Budgets</b>	
.1	<b>KC</b> invited <b>KH</b> to summarise the accounts for the three schools.	
<b>.2</b>	<b>Brantridge (Papers SAS.19.2.06/6a)</b>	
.1	With a current 38 pupils on roll the school is forecast to deliver a small operating surplus after depreciation in 2018/19. It was envisaged that surplus funds would be kept aside as reserves for the time-being.	
.2	With a target average 45 pupils on roll, the school is budgeted to deliver a small operating surplus of £10k in 2019/20.	
.3	The school was congratulated on having turned around the possibility of a financial deficit to a break-even position in 2019/20. It was noted that OHC&AT had duly ended the 'soft-freeze'.	
<b>.3</b>	<b>Grafham Grange (Papers SAS.19.2.07/07a)</b>	
.1	With a current 40 pupils on roll, the school is forecast to deliver a small operating surplus after depreciation in 2018/19. It was envisaged that surplus funds would be kept aside as reserves for the time-being.	
.2	With a target average 45 pupils on roll, the school is budgeted to deliver a small operating surplus in 2019/20.	
.3	The school was congratulated on having turned around the possibility of a financial deficit to a break-even position in 2019/20. It was noted that OHC&AT had duly ended the 'soft-freeze'.	
<b>.4</b>	<b>St Dominic's Management Accounts and 2019/20 Budget (Papers SAS.19.2.08/08a)</b>	
.1	With a current 108 pupils on roll, the school is forecast to deliver a modest operating surplus after depreciation above expectations in 2018/19. It was envisaged that surplus	

	funds would be kept aside as reserves for the time-being.	
.2	With a target average 120 pupils on roll, the school was budgeted to deliver a small operating surplus in 2019/20.	
.3	Governors congratulated the school on having achieved the modest surplus.	
<b>.5</b>	<b>General comments on Management Accounts and 2019/20 Budgets</b>	
.1	<b>KC</b> invited governors further questions and comments.	
.2	In response to <b>PK</b> , <b>KH</b> confirmed that reserves would be carried forward. <b>KH</b> added that the current optimum position was to hold some 45 days cash in reserve, though this might be raised to 60 days.	
.3	<b>AL</b> considered that, to be sustainable over the medium to long term, the surpluses generated needed to be higher, though she recognized that funding was getting ever tighter.	
.4	Asked by <b>AL</b> to comment on the financial impact of the withdrawal of support for co-educational provision at Brantridge, <b>DR</b> thought that there were positive as well as negative impacts. There would be financial savings owing to the requirement for girls' facilities now no longer being needed.	
.5	Asked to comment on the impact of closure of residential at St Dominic's, <b>VP</b> responded that, with the continued reduction in residential pupils, the residential provision was no longer financially viable. Nevertheless, the school planned to transition the residential staff into new roles within the school by the time of the closure.	
.6	In light of the forthcoming agenda item - presentation of the 3-year financial forecast - governors withheld further questions and comments until later in the meeting.	
.7	Governors therefore duly noted the Management Accounts and Budget as reported.	
<b>8.</b>	<b>STRATEGIC MATTERS FOR REVIEW / DISCUSSION</b>	
<b>.1</b>	<b>3-Year Financial Forecasts</b>	
.1	<b>KC</b> suggested this agenda item be taken earlier as it followed conveniently from the previous agenda items.	
.2	In the absence of <b>AD/DB</b> , <b>KC</b> invited <b>KH</b> to make a presentation of the financial forecasts over the three academic years from 2019/20, 2020/21 and 2021/22.	
.3	<b>KH</b> clarified that, although the forecasts were being presented to governors for the first time, they had been prepared in conjunction with the School Principals and the School Business Manager for StD/BrS. The forecasts were presented on screen and not tabled. It was agreed that these should be distributed to Governors by email as soon as practicable. <b>Action: KH to distribute the 3-year financial forecasts to all Governors.</b>	<b>KH</b>
.4	In respect of the 2019/20 forecast, <b>KH</b> gave the following responses to governor queries:	
	(a) <b>KH</b> noted that the forecast for 2019/20 would form the basis of the required submission to the EFSA in July 19.	
	(b) St Dominic's capital expenditure allowance in 2019/20 included the costs for the Performing Arts Centre (fully funded by grant), and alterations to create five additional classrooms to cater for the increase in student numbers.	
	(c) The 2019/20 staff/resource assumptions and student numbers/fee income were based, in the main, on known factors. The aim was to produce a balanced budget based on realistic targets.	
	(d) A budget had been included in the Brantridge 2019/20 forecast for toilet facility alterations/improvements.	
.5	In respect of the 2020/21 and 21/22 forecasts, <b>KH</b> gave the following responses to governor queries:	
	(a) The projections for these years were based on targets discussed with schools and some known factors but mostly assumptions on pay and price adjustments, student numbers and ongoing negotiations with Local Authorities over fee reductions. These assumptions which were conservative and if realised would produce progressively increasing deficits each year..	
	(b) The assumptions made were conservative and as such showed deficits, which increased year by year.	
.6	Governors continued to discuss the forecasts at length. A number of issues were raised	

	and further queries put to <b>KH</b> , as follows:	
	(a) The question of significant decreases in forecast Local Authority fees was discussed. Governors questioned the necessity/rationale for the agreeing to fee reductions. As an example, it was noted that the impact of the significantly reduced fees at St Dominic's would be to move the school from one that generated a modest surplus in 2018/19 to one that was making increasing year-by-year deficits, despite a circa 40% increase in pupil numbers. Some governors questioned the sense of increasing pupil numbers if it resulted in a worsening financial position. <b>KH</b> explained that the fees had been negotiated centrally by OHC&AT and were in line with other schools within the Trust. <b>KH</b> clarified that negotiations were ongoing with the Councils and that, due to funding pressures they were likely to press for even further fee reductions in the future.	
	(b) The potential threat emanating from the funding of the employer's contribution to teachers' pensions was also discussed. <b>KH</b> noted that there was no guarantee that the compensatory funding currently provided would continue. Some compensatory features such as Pupil Premium, ECHP income and out of borough negotiated fees were mentioned but overall the medium-term outlook, based on the conservative assumptions presented, was not positive.	
	(c) Governors noted that the medium-term outlook, based on the assumptions presented, was not positive. <b>KH</b> noted the conservative assumptions and possible compensatory features such as 1:1 funding, Pupil Premium, 'out of borough' negotiated fees, etc. <b>JS</b> and <b>KC</b> both queried the logic and use of providing forecasts based on what could be overly conservative assumptions. They urged <b>KH</b> and the schools to revisit the assumptions.	
.7	<b>LS</b> counselled that most maintained and academy schools in the country, looking 3 years forward, were in a similar position and that there was very heavy pressure on the government to bring forward an improved public expenditure settlement for education. <b>LS</b> felt that, as far as the Governing Body was concerned at the present time, the 3-year forecast was a signal to maintain prudent levels of expenditure and be on the watch for saving and efficiencies. It was also a reminder that pupil numbers mattered	
.8	Nevertheless, <b>KC</b> expressed his overall concern at the forecasts and stated that the Governing Body could not be assured by the 3-year forecasts as they showed an unsustainable financial outlook.	
.9	<b>KC</b> stated that he was keen to see the schools set a sustainable, medium-term strategy for the schools. This would be considered by <b>KC</b> at PF1 Portfolio meetings next term. <b>Action: KC to raise the 3-year financial plans and strategies at the next PF1 meeting with a view to the schools bringing updated 3-year financial plans to a future GB meeting.</b>	<b>KC</b>
.2	<b>Brantridge Co-Educational consultation update</b>	
.1	<b>DR</b> confirmed that the application for the co-educational provision had been rejected due to anticipated lack of demand for girls' places. The school might consider re-applying again at some stage in the future if demand increases.	
.3	<b>St Dominic's Residential consultation update</b>	
.1	It was noted that the application for the closure of the residential provision and increase in numbers to 150 pupils had been accepted. The school was implementing the necessary measures for the changes to take effect.	
<b>9.</b>	<b>CALENDAR</b>	
.1	<b>Dates of 2018/19 Governing Body Meetings</b>	
.1	<b>KC</b> asked that Governors study the indicative dates provided and let him know of any insuperable difficulties. <b>KC</b> clarified there would be three full GB meetings in the academic year 2018/19 – one meeting per term.	
<b>10.</b>	<b>ANY OTHER BUSINESS</b>	
.1	There being no other business Part 1 of the meeting closed at 1915. There was no Part 2 business.	