

MINUTES OF THE CAREW LOCAL GOVERNING BODY MEETING HELD ON WEDNESDAY 1st MARCH AT 4.00PM

Members: Mr P Chambers (Chair)
Mrs J Sherborne (Vice Chair)
Mr R Watkins (Principal)
Mrs A Acik
Mr S Brooks
Mrs S Butcher
Mrs J O'Connor
Mr K Leggatt
Ms R Duggan

Also present: Mrs B Scott – Head of Finance (Academies)
Mr Norman MacDonald (Finance Lead - Carew)
Mrs F Ganderton – Clerk

Prior to the meeting, a number of students from a range of year groups, met informally with the governors and spoke about life as students at Carew.

1. Apologies

Apologies were received from Mr Murphy, as he was attending Carew Parents' Evening.

2. Welcome and Introductions

Governors **WELCOMED** Mr MacDonald to the meeting. He is a qualified accountant who joined OHC&AT in January and has taken responsibility for the Carew financial accounts, along with the accounts for Dysart and YPA. He will report direct to Mrs Scott.

3. Declarations of Interest

Mrs Butcher **DECLARED** to governors that her husband works for the firm that was awarded the fire security contract at Carew. She confirmed there is no conflict of interest.

4. Constitution and Appointments

- i) Governors **NOTED** that Mr Murphy will be taking up the post of Deputy Headteacher at Dysart School. His term of office as teaching staff governor will therefore come to an end at the end of the Autumn term. Mr Chambers asked governors to consider appointing Mr Murphy as a co-opted governor on the Carew LGB for a one year term of office. Governors **AGREED** to appoint Mr Murphy for a one year term of office, subject to ratification by the OHCAT Board on 17.03.2017.
- ii) Governors **NOTED** that Mrs Acik has taken the decision to stand down as governor due to increased personal work commitments. Mrs Acik said it

had been a privilege working as part of the LGB over recent years and it had been a difficult decision to make. It had been a great experience, and she has been incredibly impressed by the commitment of the school to improvements. She confirmed she would be happy to remain a part of the LGB until a replacement was found for her HR portfolio responsibility. On behalf of governors, Mr Chambers thanked Mrs Acik for her contribution to the LGB, including her commitment during preparations for Ofsted. He appreciated her willingness to remain until a suitable replacement is found. Mr Chambers **REQUESTED** that governors consider and recommend suitable candidates for the governor post with portfolio responsibility for HR.

Action: All governors to consider a suitable replacement for the HR governor vacancy and inform the Clerk.

5. Minutes of the Last Meeting

There were no changes to the minutes of the previous meeting. They were **APPROVED** and signed.

6. Matters Arising from the Minutes not covered elsewhere on the Agenda

- i) Further to minute 7iv); Mr Watkins tabled the letter that will be issued to parents on 02.03.17 outlining the composition of the LGB. Governors **APPROVED** the letter.

7. Principal's Report

a) Principal's Report

Pupil Matters

Mr Watkins told governors there are 182 students on roll, and the school's published admission number (PAN) is 177. He assured governors that all extra students are only considered if it was not detrimental to the education of other students. He added that Carew has been approved for an increase in their PAN to 185 for September 2017, for which they are already full.

Budget

Mr Watkins noted the challenging situation with regard to school finance, with funding for September 2017 being very tight. He said the school are in negotiation with Sutton LA over the funding they will receive, however, it is likely that Carew will need to find £50k of savings. This, combined with increased staffing costs, is likely to put significant pressure on the school. Mr Watkins also noted that spending on teaching supply costs has reduced significantly and this has had a positive impact on the budget.

Staff and Personnel

Mr Watkins informed governors that the school is now fully staffed, with only three members of staff employed through Tradewind Agency after Easter. Emmet Murphy has been appointed as Deputy Head at Dysart School, and David Thomas has been appointed as Deputy Head at Orchard Hill College, both from April 2017. Mr Watkins said that both the school and college will benefit immensely from their experience and skills gained at Carew.

Mr Watkins noted that they have successfully recruited to fill the Head of Upper School role and this will be split between Joe Shepherd and Natalie Taylor. The advert had attracted an incredibly strong field of candidates which Mr Watkins said demonstrated the fantastic reputation the school has locally. Whilst specific roles are still to be agreed, it is thought Natalie will lead Years 8-10 and Joe will lead Years 11-13. Mr Watkins added that on a job-share basis, they have recruited two outstanding teachers who are members of SLT at their own schools, to take up Mr Thomas' teaching commitment from September 2017. They are considering options for Mr Thomas' class for the Summer term and have advertised an Acting Head of Lower School post internally in the first instance.

Mr Watkins said that 4 new teachers have made an excellent start at Carew and are all settling in well. Several new Teaching Assistants have also joined, from a high quality pool of candidates. Mr Watkins explained that because the candidates were all so strong; the deciding factor on recruiting them was based on how positive an impact they would have on the students.

Mr Watkins said the school has continued its focus on Staff Wellbeing, and the next Wellbeing Wednesday is on 8th March. They have also arranged social events on a Friday after work and have been flexible with Directed Time to allow staff to leave earlier when it's been a busy week. Marking Mondays ensure staff are not being asked to do any marking outside of school hours and they encourage all staff to mark in class.

School Improvement

Mr Watkins told governors that the main focus of the improvement work is around the quality of teaching. The Autumn Term Teachers' Evaluation Schedule evidenced that 100% of teaching was at least 'Good' over time and 29% was Outstanding.

The School Development Plan continues to focus on the five key areas of i) Community, ii) Achievement, iii) Reputation, iv) Employability and v) Wellbeing.

The first round of Work Experience for Year 10 and 11 went well and work experience for Year 13 students is currently being set up.. Lower school students are also continuing to enjoy the afternoon enrichment programme which includes football, hockey, Tae Kwon Do, horse riding, cheerleading swimming, climbing and more.

Safeguarding

Mr Watkins updated governors that there had been an increase in the number of pupils on the child protection register from 6 to 7, and there has been an increase in the number of 'Child in Need' pupils from 6 to 11. There has also been an increase in the number of LAC pupils from 4 to 5. There was 1 MASH referral in December 2016.

Mr Watkins said there has been Safeguarding training; KCSIE for all staff in September 2016, and for new staff in February 2017 and whole school PREVENT training in February 2017. He added that students took part in e-safety lessons during computing lessons in the month running up to Safer Internet Day on February 7 and all Year 10 students had an e-safety assembly. An e-safety parents evening will also be held in March.

Compliments and Complaints

Mr Watkins said that no complaints had been received this year. All interactions with parents have been positive and they have worked hard to develop relationships with their stakeholders.

School Events

Mr Watkins noted there have been a number of events taking place at the school since the last LGB. There was an additional Parents Evening the same evening as the LGB, and a range of visits over the last half term including Jamie's Farm, Music Overnight and Concert, Chinese New Year Celebrations, Battersea Cats and Dogs home. This half term they have The London Youth Games, The Talent Show, World Book Day, Young Duke of Edinburgh Trip, Sleepovers, a Lower school Science Day and Geography Theme Day.

Mr Chambers invited questions and comments from governors. Mr Brooks asked about planning permission for the new Free School site. Mr Watkins said that they were looking at the Sheen Way site in Sutton, which was the preferred site, but not an official one. He added that the EFA and Sutton Council were currently negotiating Heads of Terms. Local residents appeared positive about the proposal, which was great news for the school.

Mr Chambers asked about the percentage of Year 10 and 11 students that undertake work experience. Mr Watkins said that all students were expected to take part. If they refuse, they are offered a role within the school. Mr Chambers asked how the work experience is determined for each student. Mr Watkins explained that they use a provider. He added that next year they hope to change the way work experience is managed and instead of offering two Year 10 and two Year 11 placements, will instead offer one Year 10 placement, one longer term Year 11 and one shorter term Year 11 placement. Reducing the number of placements should allow for better quality. Governors **AGREED** to this approach.

Mrs Sherborne asked about the progression of students. Mr Watkins said they were having lots of conversations with students on their post 16 options. He said there were more students requiring sixth form spaces than available. Others have voiced a desire to go to Nescot or Carshalton College. Mr Watkins said that most Year 13 students will transition to Orchard Hill. Those wanting to go elsewhere may struggle, although the levels of independence of Carew students on the whole was high. Mr Chambers said it was apparent how independent the students were from the conversations he'd had with them today, and other governors agreed with this. Mrs Sherborne asked about the Education, Health and Care Plan (EHCP) for students progressing to Orchard Hill, which indicates the extra help/funding that each student will be given. Mr Watkins confirms that they do, but they do need rewriting because of the changes that the Local Authority make. Mrs Acik concurred with this from her own experiences. She said that if parents were able to scrutinise and query the document they may be more likely to get a better outcome for their child.

Mr Chambers referenced the promotions to Deputy Head for Mr Murphy and Mr Thomas and said they had both served Carew very well. On behalf of the governors, he asked Mr Watkins to pass on their thanks.

b) Dashboard

The dashboard was considered alongside the Principal's report.

Behaviour incidents were showing a positive downward trend since the fireworks displays in November. Mr Watkins informed governors that staff had been working hard to tackle behaviour since then. There have been no exclusions over half of the spring term.

Mr Watkins confirmed that attendance was good overall at 93% for the latest figures from January. He said it demonstrated that students were happy and enjoy coming to school. Mrs Butcher added that many children with higher needs have hospital appointments and it can be difficult to always arrange these outside of school hours. The figure of 93% was therefore testament to how much parents and students value attending school. Mr Chambers referred to the Behaviour Exclusions figures and queried the 18 children internally excluded in January. Mr Watkins explained that the school are using an approach where they remove poorly behaving children from lessons for half a day as a sanction and this has proved effective in managing their behaviour and resulted in only one exclusion this term. Mr Watkins went on to say that whilst they have a very challenging cohort of students, they want to avoid external exclusions if they can as it can have a negative impact on the student.

Mr Watkins referred to the Staff Typicality. December figures show Carew has a strong and competent team. Mr Watkins told governors he is working hard to maintain this. There are three staff that require extra support and are receiving this, and all new staff are being supported closely too. Mr Chambers drew attention to Staff Sick Day figures and asked Mr Watkins why he thinks there has been such a reduction since November. Mr Watkins said he has held 'sickness absence sessions' which have had a good impact. Staff also now need to call Mr Watkins if they are off sick. This has also had a positive impact with less sick days. He added that reduced costs of agency staff has been a huge benefit of reduced sick days.

Mr Chambers thanked Mr Watkins for a positive report.

Governors **RECEIVED** Mr Watkins' report including the Dashboard.

8. Portfolio Governor Visits

Mr Chambers thanked governors for their portfolio reports and invited each to summarise their reports in turn.

Ethos, Vision and Strategy: Mr Chambers offered a verbal report based on his observations from meeting with students, teachers and the Principal prior to the meeting. Overall, he said morale is positive, and teachers are getting more time to support one another and improve the quality of their teaching and learning. He said that the staff wellbeing also appeared to be working well and demonstrates to staff how much they are valued, promoting good will. Mr Chambers observed that there is a real buzz from parental and community engagement. He noted that his own personal experience made him aware parents often don't know how to engage and offer support. The Carew events help break down barriers and engage parents. He added that he is keen to meet with sixth form students and is planning to visit the sixth form on the next round of visits.

Teaching and Learning: Ms Duggan's observations were based on last term, and she reported that Teaching and Learning at Carew was very positive and she remained impressed by the attitude of teachers and students. She also expressed an interest in visiting the sixth form, and she and Mr Chambers **AGREED** to arrange a visit simultaneously.

Action: Mr Chambers and Ms Duggan to visit teachers and students at the sixth form.

Health and Safety, Child Protection and Safeguarding: Mrs Sherborne offered a verbal report and said she had a positive visit in January. She undertook a safeguarding review of how the students left the premises safely and said she had been impressed by how smoothly it all ran. The mini buses departed first and there were staff marshalls at every point. Mrs Butcher added that there had been a minor incident after school recently and within seconds there were several members of staff on hand to help manage the situation. It was positively handled and dealt with quickly which she said was nice to see. Mrs Sherborne also said she maintains regular contact with Helen Morris and is satisfied that everything is running effectively.

Marketing and Business Development: Mr Brooks said that he and Mrs Butcher had met with Alice Irvine and had a good discussion about the website. He said that Alice and her team had some interesting ideas about revamping and re-energising it across the whole of the Trust. There will also be a new school brochure for September. Mr Brooks said it was positive his and Mrs Butcher's ideas and suggestions had been taken on board, and there were plans for the marketing team to come and take photos. This will help enrich the transition process for new pupils arriving at Carew in September.

Mr Chambers stressed the importance of the school communications to parents, as it shows that Carew is functioning well. He encouraged Mr Brooks and Mrs Butcher to maintain oversight of website updates. Mr Brooks said that Mrs Irvine is meeting Mr Watkins termly to ensure this is the case. Mrs Sherborne added that the marketing team are visiting all the schools to seek views on website design choice.

Mrs Butcher said that Carew Friends had run a successful Christmas Fair and approximately £900 was raised for the school. The event had been well supported by local businesses and the community, with some support from parents. Carew Friends were also able to provide extra gifts to the local Food Shelter and to St Mary's Hospice. It was good to be able to give something back. Mrs Butcher added that there is an increasing interest on social media for a History and Ghost tour of Carew as these are no longer available through Sutton. Mrs Sherborne advised caution as they would not want students to become alarmed or worried. Mrs Butcher agreed to think around if and how it could work in the future. Mrs Butcher, on behalf of governors, offered thanks to Carew Friends for all the arrangements undertaken to make the Christmas Fair such a success. She added that Carew Friends would be purchasing tents to the value of £345 for the Duke of Edinburgh trip.

Human Resources: Ms Acik said there had been a large amount of recruitment activity, including a number of teacher and TA positions converted from agency to permanent. The recruitment process was robust for all staff posts with a lesson observation, student panel, written task and formal interview. Mrs Acik said the meeting with Shamani Wathsala, the HR lead, gave her a sense of good policies and procedures that are in place to support this activity. She said there appeared to be a good level of support in place to help staff. The promotions of Mr Murphy and Mr Thomas were also testament to Carew that there is good opportunity for staff development.

Finance and Resources: Mr Leggatt confirmed he had met with Mr MacDonald and Mrs Scott in February. He told governors that the major concern was the school's net deficit position, which meant the school needed to make £50k of savings over the next two years. This was primarily driven by additional salary costs and unfunded 1:1 supply costs. He said that the cash position was still strong, but liquidity had decreased due to an increase in accruals and creditors, and there were more liabilities. Mr Brooks asked for clarification on what the difference was between cash and liquidity and Mr Leggatt explained that cash was what the school were able to spend, liquidity was the ratio of what the school has to pay out versus its assets i.e. do they have enough cash to pay for the current bills. Mr Brooks asked, with regards to the deficit, if the school has enough to use its reserves. Mrs Scott confirmed this was the case.

Governors **RECEIVED** the portfolio reports.

9. Finance and Funding

Mr MacDonald explained to governors that the purpose of his role was to manage the numbers, present them to Mrs Scott for challenge, and then share them with the Principal. He referred to the accounts up to 31 December 2016. He said that since

the numbers were produced and indicated a deficit, Mr Watkins had worked hard to reduce the numbers of agency staff, and they were already spending £50k less in January than they had in December. Mr Watkins had also identified additional income including £130k from late payment of an invoice from Croydon LA. Mr MacDonald explained that this meant they were now working closer to the forecast which presented a more positive picture overall. Mrs Scott added it had been a tough first term. Mr Watkins had been effective at finding the extra income and going forward, they were confident things were looking more on track. This was also helped by the increased student numbers.

Mr Watkins noted that last term two supply teachers cost the same as three teachers. Also, the TA supply cost is down from 15 to only three after Easter.

Mr Chambers thanked Mr MacDonald for his report and Mrs Scott for her ongoing support of Carew.

Governors **RECEIVED** the Management Accounts.

10. OHC&AT Policies and Procedures

Governors **NOTED** the following Family policies and procedures, which were approved by the OHC&AT Board, are now available to view on the OHC&AT Governors' portal:

- Health and Safety Policy
- Supporting Pupils with Medical Needs Policy
- Exclusions Policy (Academies)
- Safeguarding Supervision Policy
- IT Acceptable Use Policy
- Moving and Handling Policy
- Travel and Subsistence Policy
- Personal and intimate Care Policy (Academies)
- Infection Control Policy
- Environmental and Sustainability Policy

Mr Chambers urged governors to familiarise themselves with these policies.

Mr Brooks said he had problems logging into the portal. The Clerk offered to resend his log in details and they would take the matter from there to resolve.

Action: Clerk to provide Mr Brooks with portal log-in details.

11. OHC&AT Governance Documentation

Governors **NOTED** the following governance documentation approved the OHC&AT Board and available to view on the OHC&AT Governors' portal:

- LGB Roles and Responsibilities Flowchart
- Schemes of Delegation

Schedule of Responsibility

Mr Chambers again suggested governors familiarise themselves with the governance documentation.

12. Any Other Business

- i) Mr Chambers said that the conversations held with students prior to the meeting demonstrated that students seems to feel safe at school. However, a survey across all Carew students would be helpful. Mrs Sherborne suggested Suzie Challenger would be able to provide the details and undertake the analysis to prevent the task from being too onerous for the school. Mr Watkins **AGREED**.

Action: Mr Watkins to undertake a student satisfaction survey.

- ii) Mr Brooks asked about future Ofsted visits. Mr Watkins said he would expect one may happen prior to the opening of the Free School.

13. Date of Next Meeting

The following dates were agreed:

- Thursday 15th June 2017 at 4pm at Carew Sixth Form
- Thursday 16th November 2017 at 4pm

14. Confidentiality

There were no items of confidentiality.

Mr Chambers closed the meeting by congratulating Mr Watkins, the Senior Leadership Team, staff and students for another great term.

The meeting closed at 5.43pm.

CHAIR_____

DATE_____