

**Minutes of a Meeting of the Strategic Governing Body of  
Breakwater Academy (and Newhaven Academy from 1.1.2017)  
Tuesday 1 November 2016  
6pm at Breakwater Academy**

<b>Name</b>	<b>Position</b>	<b>Attendance</b>
Helen Hewitt	Co-opted STEP Governor	Present
Cliff Robinson	Co-opted STEP Governor	Present
Johnie Davies	Co-opted STEP Governor	Present
Ian Rogers	Staff Governor (Head Teacher, Breakwater Academy)	Present
Paul Glover	Executive Head Teacher	Present
<b>Other Attendees</b>		
Cheryl Gilbert	STEP Company Secretary (minute taker)	Present
Ben March	STEP Chief Finance & Operations Officer	Present
Becky Viner-Wait	Staff Governor, Breakwater Academy (Appointment pending ratification by STEP Board of Trustees)	Present
John Wentworth	STEP Consultant Executive Head Teacher	Present
Jackie Wales	Business Manager, Breakwater Academy	Present
Sally Franchesci	Deputy Head Teacher, Breakwater Academy	Present
Craig Marsh	Prospective Parent Governor	Present from 18:40pm

**STEP First – We are all one team**

<b>1</b>	<p><b>Welcome and Introductions</b></p> <p>Paul advised that Newhaven had been invited but as the Head Teacher had left at the end of the last half term an interim leadership system was in place. Therefore, apologies were given on behalf of Newhaven Academy.</p> <p>These were accepted.</p>
<b>2</b>	<p><b>Quorum</b></p> <p>The meeting was quorate.</p>
<b>3</b>	<p><b>Election of Chair and Vice-Chair</b></p> <p>Helen Hewitt had been elected as Chair.</p> <p>Cliff Robinson had been elected as Vice Chair.</p>

4	<p><b>Register of Pecuniary Interests and/or Conflict of Interests</b> Forms were signed and collated, no conflicts declared.</p>
5	<p><b>Strategic Governing Body Membership</b></p> <p>Potential parent governor – Craig had met with Ian Rogers and would attend this meeting as an observer until the election process had taken place. There had been interest from a parent who had met the CEO. As a local councillor, there was a conflict of interests as STEP Governors are precluded from having political affiliations. The CEO would write to the parent advising him of this decision in the next few days. Johnie Davies and Becky Viner-Wait were welcomed.</p> <p>DBS checks had been carried out and we were awaiting outcomes from Helen Hewitt and Johnie Davies.</p>
6	<p><b>Terms of Reference and Scheme of Delegation</b> The 2016 updated version was available on the website and approved by the Board.</p> <p>There were no queries. It was agreed that this important document should be read and referred to.</p>
7	<p><b>Governor Monitoring Roles and Committee Membership</b></p> <p>Safeguarding Governor – Johnie Davies</p> <p>Although there were other monitoring roles/sub committees for governors, currently meetings are taking place every 4-6 weeks as was felt to be more advantageous because all governors would have an overview of everything. Therefore, it was agreed to revisit the need for new committees or specialist governor role until next year.</p>
<p><b>STEP Way – We agree to do things like this</b></p>	
8	<p><b>STEP SGB Programme of Works 2016/17</b></p> <p>This covered what governors cover each term. Agendas are drafted in accordance with this document.</p>
9	<p><b>Academies Financial Handbook 2016</b></p> <p>Ben March spoke about changes and explained that academies are run differently from maintained schools with funding provided by the EFA. The Financial Handbook had tightened up requirements re the use of public funds with a focus on the role of governors, trustees, members in MATs.</p> <p>Governors noted the EFA Financial Handbook and STEP Financial Handbook which gives delegated authority to Head Teachers. Governors have responsibility to ensure budget managed effectively. HT and Business Manager implement this on a day to day basis, with any concerns raised with the HT, then CFOO, finally Board of Trustees.</p> <p>Q(HH) – were there significant changes?</p>

	<p>A(BM)– none that were not anticipated by STEP and were already in place.</p> <p>Q(HH) – Does the Whistleblowing policy should include whistleblowing on financial issues</p> <p>A(BM) – All incidents are notified to the STEP Audit Committee and Chair of Trustees.</p> <p>It was noted that there had been financial mismanagement in some MATs.</p>
<b>10</b>	<p><b>STEP Policies and Procedures</b></p> <p>Approved by Board of Trustees and available on STEP website.</p> <p>It was noted that all staffing policies currently mirror the areas where academies are located and that there are not many significant differences.</p> <p>Support staff are managed in a consistent way, although operating across 2 geographical regions.</p> <p>Q(JD) – How did this affect new staff joining?</p> <p>A(BM) – The local authority ended at the point of conversion.</p> <p>Q(HH) – How did this affect the Staff Pay Policy?</p> <p>A(BM) – Standard Teachers Pay and Conditions Document mirrors the STEP policy and adds 1% to national pay rate. This is similar for support staff, although the rates are different in East Sussex. The NJC framework mirrors the way roles are evaluated and have an additional 1% paid.</p> <p>Policies agreed by Trustees; local policies by SGB and implemented by Academies.</p>
<b>11</b>	<p><b>Admissions</b></p> <p>Company Secretary advised that STEP’s solicitors were drafting these to ensure local trends were accounted for. Draft policies would be circulated to governors before being agreed in time for public consultation to take place by the end of November.</p> <p>It was agreed to buy into the ES Independent Appeals Service.</p>
<b>12</b>	<p><b>Approval of Residential School Journey</b></p> <p>Ian confirmed that PGL, Windmill Hill had been booked for the Year 6 residential school journey. However, following a summer Ofsted visit – one action had come up non-compliant. PGL had until 21<sup>st</sup> October to ensure actions completed. To date, Ofsted had not yet updated Breakwater. Nearer the time, staff to undertake a further risk assessment to ensure everything up to standard. Ian will update at next meeting. The Business Manager advised that this was a widely used centre across East Sussex schools.</p> <p>There were queries about which children would be visiting and it was stated that unlike in previous years, all but one child in Year 6 had signed up. The parents would be paying the full cost for the residential with the school covering the cost of transport.</p> <p><b>Action: Ian to provide update on the PGL Ofsted action plan for Windmill Hill Centre</b></p>
<b>STEP Up – We all succeed together</b>	
<b>13</b>	<p><b>Head Teacher’s Report</b></p> <p>Ian went through the report and highlighted the key developments:</p> <ul style="list-style-type: none"> <li>• Decoration had taken place during the school holidays prior to conversion.</li> <li>• 2 INSET days spent on vision for school and training for Success For All (English programme)</li> </ul>

- Quality of leadership / management – 2 staff meetings per week – focus on English and Maths, particularly specifics that need to be addressed.
- Curriculum – newly introduced – impact seen already.
- SFA Facilitator – learning walks, working with staff to ensure staff confident about delivery.
- White Rose Maths Mastery materials – staff more confident
- One teacher participating in maths mastery approach – feeding back to staff
- Achievement of pupils – historical data from Meeching Valley – not good. Fallen behind in RRM. EYFS in green but there are questions around the judgements, bearing in mind where children are now they are in year 1.
- Baseline assessments – a number of children significantly working below age expected standard – there is a lot of work to be done.
- Children making progress – needs to be accelerated.
- Focus for first half term on behaviour for learning – children now calm and settled.
- Quality of teaching – observations 42% adequate – evidence backed up in books. It was noted that 8% of teachers actually meant 1 teacher who had been observed once.

Q(JD) - What were staff perceptions, ie self-assessment, what was feedback / response?

A(IR) – staff wouldn't grade themselves as poor as they had been observed. Feedback had been given re what was good / next steps to improve. Actions immediately put into place.

NQTs – NQT plans put in supported with mentors, AHT – AOA supporting, One member of staff previously on support plan left at half term. Vacancies covered – new teacher starting in January with SENCO covering PPA in class each afternoon.

It was queried whether staff were aware of the perception of the school. IR advised that the staff were aware and BVW added that they knew that whilst it was slacking previously, they were hoping to improve with support and progress the teaching. Although staff morale was quite low it was improving with relationships being built – a work in progress. Staff surveys for the teaching and non-teaching roles would indicate how this was progressing.

Q(HH) – What system do STEP use for staff surveys?

A(BM) – An annual staff survey would be launched over the next fortnight which would provide a barometer across Trust. Split into teaching and support staff.

PG advised governors that staff retention rates are generally high within STEP, but movement is not unusual.

Q(HH) – Are there staff support programmes?

A(BM)– These are supplied through Croydon Council and staff receive support and help as and when required.

JW recommended this information was shared with staff at BA.

**Action: Tom Scrace to share staff support information with all Academy staff**

Attendance – 93.7%, last year 92.6%

Part of figure based on 3 children who had not returned since September. Unable to remove from school roll until in attendance at new school. ES Admissions were doing everything to ensure children in school as quickly as possible.

IR advised that there had been 28 letters of concern sent to parents who had been invited into school to discuss the way forward.

18:41 – Craig Marsh, prospective parent governor (4 children) joined the meeting at this stage.

Introductions were made, Craig informed governors of his background and was welcomed to the meeting as an observer.

	<p>The Chair thanked the HT for his hard work in producing the report. Indicates a lot of work still to do going forward, but already there is a strong approach to improving teaching and learning. The SGB would be responsible for supporting staff in achieving goals.</p>
<p><b>14</b></p>	<p><b>Safeguarding</b></p> <p>Governors confirmed they had read and understood document. Staff had completed the KCSIE quiz and were aware of the requirements. HH spoke about the focus on early help – linked in with LA systems.</p> <p><b>Action 1: IR to send link to Early Help to governors.</b> <b>Action 2: Ian Rogers to talk about PREVENT approach at next meeting.</b></p>
<p><b>15</b></p>	<p><b>Finance</b></p> <p>BM informed governors that there is a single bank account for Trust, funding for BA in main account funding within school budget. Currently less contribution to STEP First Fund – reduced to help BA balance books – this would need to be closely monitored. STEP First Fund pays for central roles, eg Head of HR, ICT, Governance Team, CEO, and Executive Team. Trustees oversee finances, devolve responsibility for individual budgets to academy and thus the responsibility of HT/BM. STEP feel BM needs to be as close to school as possible.</p> <p>JW gave an overview of the BM role which was new to her, having worked for maintained schools until September.</p> <p>JW explained that she was supporting school in all non-teaching areas and would now be sending reports out monthly and was being supported by a BM Mentor who works at one of the Croydon Academies. By 10<sup>th</sup> working day of the following month a management report would be sent showing actual spend and forecast with an explanation of variances. Governors were invited to contact her if they had any queries.</p> <p>The autumn term report would review the previous year’s year-end figures as well as providing a reminder of the year ahead. In Spring the report would be provide a more in depth position as well as priorities for the future. In summer the report would focus on wrapping up the year and looking at the budget for next year – this needs to be approved in June.</p> <p><b>Staffing</b></p> <p>A site manager for ES schools had been employed who would start at the end of November.</p> <ul style="list-style-type: none"> <li>• Paul Murphy – overseen by Mark Pinnock, Head of Premises &amp; Estates.</li> <li>• ICT - Billy Vanner visited weekly and a new ICT Technician had been employed to cover ES - Matthew Newnham – overseen by Dinesh Seegobin - Head of ICT.</li> <li>• Governance and HR was overseen by Thomas Scrace – Head of HR &amp; Governance.</li> <li>• Catering – contracted out to Chartwells until end of July – catering staff to be TUPE’d across to STEP. Suzanne Martin, STEP Catering Manager to be involved with day to day running.</li> </ul> <p>There was plenty of support with a people to call on as and when necessary.</p> <p>BM informed governors that it is STEP’s practice to provide services in house; they are self-sustaining, with good economies of scale.</p> <p>There was a discussion low funding per pupil for E Sussex compared to Croydon. While there is a move for the government to make changes through changes to the national funding formula it will not be immediate</p>

	<p>Q(HH)- Was there a report on pupil premium? It was agreed that both the Pupil Premium and Sports Premium reports would be available in January as Newhaven Academy would have joined the SGB by this point.</p> <p>Q(CR) – Was data good enough to maximize pupil premium? A(BM)– FSM applications were sent to new joiners. Send with raffle ticket with prize to encourage their return.</p> <p><b>Action: Head Teacher to provide Pupil Premium Report and Sports Premium Report</b></p> <p>There was a request for Breakwater to have procurement cards for the HT (£500) and Academy (£200); these would be used for purchases and would remove the need for cash being kept in the Academy.</p> <p>Provision of Procurement cards was approved.</p> <p>Further information recorded in the Confidential Part B of the Minutes.</p>
<p><b>16</b></p>	<p><b>Premises</b></p> <p>It was noted that the building was looking a good place for the children. JW advised that external walls have pantiles – dry, cracked– over summer a survey had been undertaken and these had now been replaced. There were no major premises issues.</p>
<p><b>17</b></p>	<p><b>Academy Improvement Plans</b></p> <p>IR went through the main priorities: T&amp;L – improve quality, ensure children are making accelerated progress to national expectations. Achievements – look at assessment system – ensure staff confident to use Assessment Tracker Behaviour &amp; Welfare – new behavior system going well – positive – improvements in attendance. Leadership &amp; Management – there is a need to clarify leadership roles/ CPD strategy – work on middle management. With 4 NQTs, future looks promising provided they are given the right CPD. Curriculum – embedding new resources – SFA, having impact. Premises – improving physical environment, need fully functioning library, more iPads to access computing curriculum. It was felt that the targets were ambitious and there were queries about the financial implications. IR informed governors that there was capital money from ES and that the Academy would look at grants, fund raising from PTFA. BM advised that it was easier to set up PTFA when schools start from new; more established schools found this more difficult as it was based around the existing parents who were often disengaged</p> <p>CM informed governors that engagement from parents has been difficult. School not had PTFA for long time. It was felt that in the longer term there needed to be confidence in the Academy in the local community.</p>

	<p>JW advised that as this year during Sport Relief they had raised more money than ever before, so potential for a PTFA to be successful.</p> <p>BM advised that STEP would be approaching Premier Inn for possible sponsorship with the priority being Breakwater.</p>
<b>18</b>	<p><b>Performance Management</b> IR advised that these had been completed for all staff.</p> <p>The date was set for the HT PM Paul Glover would undertake this with Cliff Robinson – 28<sup>th</sup> November was agreed.</p>
<b>STEP Ahead – We invest in our future</b>	
<b>19</b>	<p><b>Feedback from the STEP Board of Trustees</b> PG advised that the number of schools joining STEP in East Sussex had now increased by 4. STEP had been approached by the Regional Schools Commissioner for Lilac Sky. This sits well with STEP's moral purpose to make a difference. There would be challenges but STEP had undertaken the due diligence exercise and felt that this was the right thing to do and an action plan is in place. Relationship between NA (High Cliff Academy from January) and BA would be important as they would share an SGB. STEP services, ie HR, Catering, ICT, Finance strong as well as Teaching &amp; Learning Team – Head of Standards, Head of Teaching &amp; Learning. It was felt to be an exciting time for East Sussex.</p>
<b>20</b>	<p><b>Governing Body Training</b> ESCC provided a local service for governors in East Sussex and STEP also provided in house training. Governors would undertake a skills audit to identify training needs once the SGB had been fully constituted. Company Secretary advised that Exclusions for Governors training was taking place on 10<sup>th</sup> September and would circulate slides to governors following this.</p> <p><b>Action: Cheryl Gilbert to circulate slides from training on 10<sup>th</sup> November</b></p>
<b>21</b>	<p><b>Correspondence to the Chair (if any)</b> There was none.</p>
<b>22</b>	<p><b>Meeting Impact</b> Request for Pupil Premium and Sports Grant Report at next meeting Discussion on staff morale and agreement to circulate information on staff support helpline Discussion on quality of teaching and budget Initial Discussion on how to engage effectively with parents and community and the potential to raise fund for the school Request for Exclusion training materials for self-study for governors unable to attend</p>
<b>23</b>	<p><b>Meeting Dates</b> Date of next meeting - Tuesday 13<sup>th</sup> December, 6pm – Newhaven Academy</p>

<b>24</b>	<b>Publication of Minutes</b>  Pupil Exclusion and budget discussion to be recorded in Part B of the Minutes.
<b>25</b>	<b>Confidential Matters (if any)</b>  Recorded under Part B of the Minutes.

There being no further business for discussion, the meeting closed at 20:00.

#### Summary of Action Points

Agenda Item	Action	Owner	Status
11	BA to buy into ES Appeals Service		
12	Ian to provide update on Ofsted action plan		
14	(1) IR to send link to governors. (2) Ian Rogers to talk about PREVENT approach at next meeting.		
15	Head Teachers to provide Pupil Premium Report and Sports Premium Report		
20	Cheryl Gilbert to circulate slides from training on 10 <sup>th</sup> November		

Signed as a true and accurate record of the meeting	
Chair's Signature	
Chair's Name	
Date	