

**Minutes of a Meeting of the Strategic Governing Body of
Breakwater Academy and High Cliff Academy
7 February 2017 at 6pm at Breakwater Academy**

Name	Position	Attendance
Helen Hewitt	Co-opted STEP Governor (Chair)	Present
Helen Day	Co-opted STEP Governor	Present
Brendan Clemens	Parent Governor, High Cliff Academy	Present
Johnie Davies	Co-opted STEP Governor	Present
Paul Glover	Executive Head Teacher	Apologies
Becky Packham	Staff Governor, High Cliff Academy	Present
Craig Marsh	Parent Governor, Breakwater Academy	Present
Cliff Robinson	Co-opted STEP Governor	Apologies
Ian Rogers	Staff Governor (Head Teacher, Breakwater Academy)	Present
Izzy Tickner	Staff Governor (Acting Head Teacher, High Cliff Academy)	Present
Becky Viner-Waite	Staff Governor, Breakwater Academy	Present
Other Attendees		
Sally Francheschi	Deputy Head Teacher, Breakwater Academy	Present
Philippa Jackson	Clerk	Present
Jackie Wales	Business Manager, Breakwater Academy	Present
John Wentworth	STEP Consultant Executive Head Teacher	Present

STEP First – We are all one team

1	<p>Welcome and Introductions</p> <p>The Chair welcomed members to the meeting of the SGB. Apologies were received and accepted from Paul Glover and Cliff Robinson.</p>
2	<p>Quorum</p> <p>It was confirmed that the meeting was quorate.</p>
3	<p>Register of Pecuniary Interests and/or Conflict of Interests</p> <p>No declarations of interest relevant to the agenda items were made.</p>
4	<p>Terms of Reference</p> <p>The Committee noted the Terms of Reference included in the STEP Scheme of Delegation for 2016/17 as approved by the Board of Trustees.</p>

5 Strategic Governing Body Membership

Governors noted the appointments Helen Day (Co-opted Governor), Craig Marsh (Parent Governor, Breakwater Academy) and Becky Viner-Waite (Staff Governor, Breakwater Academy) with effect from 15 December 2016. Governors also noted the appointment of Brendan Clemens (Parent Governor, High Cliff Academy) from 1 January 2017.

STEP Up – *We all succeed together*

6 Head Teacher's Report

Breakwater Academy

Ian Rogers took governors through the report and highlighted the key developments for Breakwater Academy:

- Four new members of staff had joined the Academy this term and had settled in well, including a Year 4 class teacher and maths leader, a NQT for Year 1, a Sports coach and a part time SENCO
- Mrs Jones, the SENCO, would officially start with the Academy on a full time basis after Easter, however her school had been very accommodating and allowed her to work one day a week until February half term and two days a week between February half term and Easter. The SENCO role will work across both Academies. In the meantime, the SENCO from Phoenix Academy would support the Academy for one day a week
- In terms of staff development this term, we have focussed on Maths teaching across the school
- Our new maths leader had taken the lead on raising staff's subject knowledge and will participate in the Maths Mastery training in September
- The Teaching and Learning review would take place in March and would be run by Jennese Alozie, STEP's Head of Standards to review the progress and next steps
- The recruitment for a Learning Mentor had not been successful
- Book scrutiny continued at Breakwater and the expectation of written work in Maths had been reduced. Some fun aspects had been added so we could encourage concentration and engagement
- Four formal observations had been carried out and the teaching had shown significant improvement this term. The data was expected to progress from this round of observations
- The Head Teacher and Deputy Head Teacher had been working closely to support those teachers that required improvement
- The behaviour policy had progressed well and had shown impact in the children's learning and behaviour
- Since the first term there had been one permanent exclusion and 15 fixed term exclusions. There had been no exclusions since January
- There were currently four children with open Child Protection cases
- There had been no new referrals to SPOA this term, but two calls had been made for advice regarding concerns
- A number of children had been identified with ongoing social and emotional development needs and trained staff had been allocated to support the children
- Overall attendance was 94.16% which had increased since last year
- We were currently working with two families with continuous absence and had opened cases with the East Sussex Attendance Service for both of these families

- STEP now had full ICT rights within the school and the STEP technicians had completed a register of the IT equipment. A development plan and recommendations of software and equipment would be put together to upgrade the school ICT equipment over the next three years
- During the Easter holidays, Parago Asset Management System would be carried out to log all equipment and assets that were in the school

Governor question: What had been done to improve the children's behaviour in the school?

Answer: The behaviour policy had been fully implemented within the school. A flow chart of the behavioural system had been put in place and the expectations of teachers had been significantly raised. Clear and concise messages had been given to children and the consequences of poor behaviour had been carefully explained to the children. All behavioural issues were dealt with by the Head Teacher.

High Cliff Academy

Izzy Tickner took governors through the report and highlighted the key developments for High Cliff Academy:

- The volunteer midday meal supervisor had been formally interviewed and appointed for the role of Breakfast and After School Club Co-ordinator. She would continue to volunteer as lunch time supervisor for two days a week
- A sports coach had been employed through an agency to run lunch time clubs, teach PE during PPA and to support the running of the After School Club
- A full time Sports Coach would be advertised to start in September
- The SENCO had joined the school and currently worked one morning a week until her official start date after Easter
- The SENCO had met with teaching staff and families to discuss the children
- The first STEP inset day had been held and focused on STEP values, the literacy programme and Talk for Writing. We aim for this new approach to raise attainment and progress in communication and language
- Children's progress and in reading and writing had been noted through weekly Book Scrutiny and Learning Walks
- The bulge reception class had been split into two mixed forms
- Staff and Children had been introduced to the House Teams and House Points to make a positive impact on behaviour, politeness and values
- We have focussed teaching on reading and supporting fluency and comprehension skills through class reading sessions
- A speech and language teacher from Peacehaven Facility had presented a session on speech and language needs and will conduct staff training on supporting children in communication
- Tim Mills, STEP Head of Teaching and Learning had visited the school and reported an improvement in the children's behaviour and attitudes towards learning
- This term had focused on pupil achievement, behaviour and pupil voice
- Learning walks, formal observations and pupil progress meetings had been held to support the attainment data
- The behaviour policy had been implemented and was being well used by staff
- A significant improvement had been seen in the way children conduct themselves and their attitudes to learning
- Overall attendance was 96.6% and parents had been encouraged to arrive on time for

	<p style="text-align: center;">school</p> <p>Governor question: From your observations, have you seen improvements in teaching and learning? Answer: Yes, the feedback following the observations had been put into practice immediately.</p> <p>Governor question: How do you manage the responsibility of ensuring the teaching and learning within the school. How are you ensuring the model lessons are followed? Answer: Early Years education is my passion. I have seen skills in some of the teaching staff that can be showcased with all staff. This would enable staff to be progressed into the senior leadership team.</p> <p>Governor question: Have parents seen improvements? Answer: Parents have seen positive changes within the school, particularly in relation to the House Points system.</p> <p>Governor question: How has parent engagement been increased? Answer: Parent workshops had been held and had been well received, particularly the phonics lessons for parents.</p> <p>Helen Day reported that lots of rapid and positive changes had been seen at the school, particularly in the homework system and House Points system. The changes had really broadened the different friendship groups amongst children. Helen felt that a lot of support had been offered to parents through the parent workshops but it was disappointing that more parents had not attended. Helen asked whether this could be tackled through on line support opportunities from STEP (e.g. a parent portal). She explained that this could help to encourage the support of parents and gain trust.</p>
<p>7</p>	<p>Academy Improvement Plan – High Cliff Academy</p> <p>Governors noted the Academy Improvement Plan for High Cliff Academy. Governors would be asked for their strategic input into the AIP for both Academies at the next meeting.</p> <p>The Chair requested an update from the STEP HR team on the process and timeline for recruiting a permanent Head Teacher for High Cliff Academy. (Action: Philippa Jackson)</p>
<p>8</p>	<p>Progress and Attainment</p> <p><u>Breakwater Academy</u></p> <p>Ian provided some background information for governors on how the progress and performance of each year group was measured in relation to the targets.</p> <p>Ian presented the Autumn term 2016 data summary and progress towards 2017 KS1/KS2 targets and raised the following key points:</p> <ul style="list-style-type: none"> • For year one, 72% of children were at the age related expectations in reading, 42% in writing and 96% in maths • Year 6 were well below the age related expectations in reading (37%), writing (21%) and maths (48%)

- PPG pupils in Year 1, only 16% (1 child) were expected to reach the age related standard by the end of the year

Ian reported that the attainment for each year group was very low. Some baseline monitoring had been carried out at the beginning of the year and showed that the children had previously received a very poor standard of teaching and learning.

Governors noted the pupil progress across each year group since September. Ian explained that the tracking of the points progress in reading, writing and maths indicated that children had made accelerated progress since September. Ian reassured governors that an action plan had been put in place to narrow the gap between PPG children and non-PPG children in each year group. Teaching staff had put specific action plans in place for each child to progress their attainment.

Governor question: How confident are you that the maths and reading tests correlate with the pupil assessment?

Answer: Pupil progress meetings are held with teaching staff to review whether the progression of the child correlates with the assessment data. Assessment moderations are also carried out to help provide evidence of progress.

Governor question: There are weaknesses in reading, writing and maths across the school, which are you most concerned about?

Answer: Maths progress across the school showed the weakest performance and were of most concern. We are less concerned about the progress of writing as evidence shows that this takes longer to develop over time. This year we have focused our practice and attention on maths.

Governor question: Are you expecting the accelerated progress to be higher by the end of the year?

Answer: We need to be realistic about the level of expected progress by the end of the year. Year 6 had shown the most improvement but the children's attainment and test practice results were low in year 6. Regular test practice and twice weekly booster groups had been implemented for this year group. A test tracking system had been put in place which already showed weekly progress made by the children.

Governor question: The PPG and SENCO children in each year had made significantly less progress than their peers. Are there any external factors that could influence this?

Answer: The parental and family factors strongly influence this. There had been a lack of support from these parents at parent evenings. We continue to work on engaging these parents throughout the year groups.

High Cliff Academy

Izzy presented the Autumn term 2016 data summary and progress towards 2017 KS1/KS2 targets.

Izzy reported that the progress and attainment of the pupils was well below the age related expectations. Izzy explained that although there were no big gaps in the children's progress a lot of teaching support was required to raise expectations. She reported that pupil progress meetings had been held with all staff to work on raising expectations.

Izzy explained that the PUMA and PIRA observations had identified children at an early stage who required additional support. The Teaching Assistants would be used to support the interventions

	<p>for those children most at risk.</p> <p>Governor question: How do you engage support staff? Answer: The Teaching Assistants attend all staff meetings.</p> <p>The Chair thanked the Head Teachers for their reports. They thanked them for their honesty and accurate reports and were encouraged by their positive attitudes towards improving the progress of the children at both schools.</p>
<p>9</p>	<p>SEF Judgements</p> <p><u>Breakwater Academy</u></p> <p>Ian considered the Academy to be ‘inadequate’ when evaluating themselves against the Ofsted criteria. Children were significantly underachieving academically in all areas which required improvement. Teaching and learning had progressed since September but was still inadequate and he hoped that the inconsistencies in teaching would be eliminated by next term. Although the school showed strong evidence of working with families, the behavior and attendance still required significant improvement.</p> <p>Governor question: How would a child respond if you asked them if they felt safe at school? Answer: We carried out Pupil Voice last term and the children felt they were learning and were supported by teachers. Children rated pupil behavior and friendliness as low. We have placed a big emphasis on being kind and supporting the school with good behavior. The children also rated safety as high.</p> <p>Governor question: How have the behavioral issues with years 3 and 4 been dealt with? Answer: The behavioral issues can be explained by the previous inadequate quality of teaching and learning. Strategies had been put in place to address behavior and engage children across the year groups.</p> <p>Governor question: Do staff share the same assessment of the quality of teaching in the school? Answer: Staff are very aware of the inadequacies in teaching. Staff meetings have been used to review the different aspects of teaching and learning that are monitored by Ofsted. Staff are now very clear on the improvements that need to be made to achieve a ‘good’ rating by Ofsted. Trust between staff and good working relationships have been built to support this.</p> <p>Governor question: How is staff moral effected when they see results that require significant improvement? Answer: The Head Teacher and Deputy Head Teacher hold weekly meetings to review the individual test results with teaching staff. This ensures a stable team of staff for the future. The STEP values are embedded to drive staff and to ensure good moral.</p> <p><u>High Cliff Academy</u></p> <p>Izzy reported that the school was in the very early stages. She considered the Academy to be ‘required improvement’ when evaluating themselves against the Ofsted criteria. There was no teaching and learning support within the school at all and this required improvement. There were low expectations of behavior and welfare within the school and this required improvement. Some progress had been made in the teaching and management but still required improvement.</p>

	<p>The Head Teachers would contact governors to set dates for the learning walks. (Action: Izzy Tickner/ Ian Rogers)</p> <p>The governors thanked the Head Teachers for their honesty and accurate reports and were encouraged by their positive attitudes towards improving the progress of teaching and learning at both schools.</p>
10	<p>Pupil Premium and Sports Grant Funding</p> <p>Governors noted the 2016/17 Pupil Premium Action Plan and Sports Funding Action Plan for each academy.</p>
11	<p>NGA Guidance – Schools Financial Efficiency</p> <p>Governors noted the NGA Guidance on Schools Financial Efficiency.</p>
12	<p>Business Manager Report</p> <p>Jackie Wales presented an update on the current budget position for Breakwater Academy. She reported that income was on track. Salaries overall had increased significantly due to appointment of the Academy Site Manager, ICT staff costs and the Sports Coach which had not been included in the original budget.</p> <p>The recharging items inherited from East Sussex County Council before Breakwater had now been processed. Jackie reported that here had been a number of unexpected premises costs including replacing the air conditioning and additional heating units in the library area. The heating system in the school was an issue and a decision would need to be made in the future on whether to replace it.</p> <p>There would be a number of budget planning decisions to be made going forward in relation to the ICT redevelopment. Jackie reported that she would review a community grant application to apply for additional funds for ICT.</p> <p><u>High Cliff Academy</u></p> <p>Governors noted the 2016/2017 budget for High Cliff Academy. Izzy reported that the budget was in deficit. The nursery was not yet full and money had been put aside to advertise the nursery. Spending had been prioritised to cover the premises issues and to purchase new books for the children.</p> <p>Governor question: Had the STEP central team provided support in relation to Business Management? Answer: STEP had been sharing Business Manager resources to assist with the budget planning.</p> <p>Governor question: What was the expected time line for a balanced budget? Answer: A 2-year period.</p> <p>The Committee formally approved the 2016/2017 budget for High Cliff Academy.</p>

<p>13</p>	<p>Maintenance works</p> <p><u>Breakwater Academy</u></p> <p>Ian reported that class rooms would be decorated during half term. STEP resources would be used and there would be a small cost to carry out the work.</p> <p><u>High Cliff Academy</u></p> <p>Izzy reported that the designers of the school would be visiting the school to carry out checks on a number of areas. There would be no cost to this.</p>
<p>STEP Ahead – We invest in our future</p>	
<p>14</p>	<p>Governing Body Training</p> <p>The training needs of governors for 2016/17 were discussed. The Chair reported that she would attend the East Sussex area briefing on the 8 March. She encouraged all governors to attend East Sussex training for governors.</p> <p>Governors would be invited to attend the learning walks and were encouraged to participate in these for both Academies by the end of term. The dates for the learning walks would be circulated to governors. (Action: Ian Rogers/ Izzy Tickner).</p> <p>The SGB noted that training on Safeguarding would be required for all governors. This would be communicated to the STEP HR and Governance team. (Action: Philippa Jackson)</p>
<p>15</p>	<p>Minutes of the Previous Meeting</p> <p>The minutes of the SGB meeting held on 13 December 2016 were approved subject to some minor amendments. The Clerk would amend the minutes for signing at the next meeting. (Action: Philippa Jackson)</p> <p>The Chair confirmed that she had discussed and approved the confidential minutes of the SGB meeting held on 7 January 2017 with Ian Rogers. The minutes would be signed at the next meeting. (Action: Philippa Jackson)</p>
<p>16</p>	<p>Matters arising from the Previous Minutes</p> <p>Governors noted the actions taken since the last meeting.</p> <p><u>Safeguarding audit</u></p> <p>Johnie Davies, Safeguarding Governor confirmed that all actions from the Safeguarding audit including confirmation of the safer recruitment training, single central record and safeguarding training. He confirmed that that there were no allegations against members of staff. Johnie had also reviewed the anonymised files of SP concerns to ensure appropriate record keeping and liaison with Children’s Services. The bullying records and CP references and restraint records had also been reviewed.</p> <p>The Chair thanked Johnie for progressing the actions. It was suggested that the safer</p>

	<p>recruitment process and recruitment files were checked to ensure good practice.</p> <p><u>Website monitoring governor</u></p> <p>The Committee appointed Brendan Clemens as the website monitoring governor. Brendan would carry out a review of the Academies websites.</p> <p><u>SENCO Report</u></p> <p>A SENCO report would be provided at the next meeting. (Action: Philippa Jackson/ Ian Rogers)</p>
17	<p>Other business</p> <p><u>Admissions Consultation Process</u></p> <p>Governors noted the Admissions Consultation Process for both Academies.</p> <p><u>Equality Statements</u></p> <p>The Committee formally approved the Equality Statements for both Academies.</p>
18	<p>Date of next meeting</p> <p>The next SGB meeting would be held on Tuesday, 21 March at 6.00pm at High Cliff Academy.</p>
19	<p>Confidential Matters (if any)</p> <p>Staffing matters at both Academies were recorded in Part B of the confidential minutes.</p>

Agenda Item	Action	Owner	Status
7	Update on the process and timeline for recruiting a permanent Head Teacher for High Cliff Academy to be sent to the Chair.	PJ	Clerk has requested from STEP HR and Governance team.
9	HTs to set dates for the learning walks.	IT / IR	Dates circulated to Governors for Breakwater.
14	Safeguarding training required for all governors. This would be communicated to the STEP HR and Governance team.	PJ	Clerk has informed STEP HR and Governance team.
15	13 December 2016 minutes to be amended and signed at next meeting. 7 January confidential minutes to be signed at next meeting.	PJ	
16	SENCO report to be added to next agenda.	PJ/ IR	Included on March agenda.

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