

**Minutes of a Meeting of the Strategic Governing Body of
Breakwater Academy and High Cliff Academy
11th September 2017 @ 6pm at High Cliff Academy**

<u>Name</u>	<u>Position</u>	<u>Attendance</u>
Helen Hewitt (HH)	Co-opted STEP Governor (Chair)	Present
Johnie Davies (JD)	Co-opted STEP Governor	Apologies
Cliff Robinson (CR)	Co-opted STEP Governor	Present
Ian Rogers (IR)	Head Teacher, Breakwater Academy	Present
Becky Viner-Waite (BVW)	Staff Governor, Breakwater Academy	Present
Craig Marsh (CM)	Parent Governor, Breakwater Academy	Present
Abby Kilgarriff (AK)	Head Teacher, High Cliff Academy	Present
Becky Packham (BP)	Staff Governor, High Cliff Academy	Present
Brendan Clemens (BC)	Parent Governor, High Cliff Academy	Present
Paul Glover (PG)	STEP Executive Head Teacher	Present
Other Attendees		
Sally Franceschi (SF)	Deputy Head Teacher, Breakwater Academy	Present
Jackie Wales (JW)	Business Manager, BWA and HCA	Present
Sarah Morgan (SM)	Clerk to the SGB	Present

<u>No.</u>	<u>Agenda Item</u>	<u>Action</u>
STEP First – We are all one Team		
1	<p><u>Welcome and Apologies</u> SM welcomed everyone to the meeting. Apologies had been received from JD and these were accepted.</p>	
2	<p><u>Quorum</u> SM established that the meeting was quorate.</p>	
3	<p><u>Election of Chair and Vice Chair 2017-18</u> SM invited nominations for the position of Chair for the academic year. AK nominated HH, who was happy to stand for the position again. There were no other nominations were put forward. Therefore, HH withdrew from the meeting and was unanimously re-elected as Chair of Governors on a show of hands. HH was welcomed back into the meeting.</p> <p>HH invited nominations for the position of Vice Chair. CR was happy to stand for the position again and no other nominations were put forward. CR was therefore re-elected as Vice Chair of Governors.</p>	
4	<p><u>Declaration of Pecuniary Interests and/or Conflict of Interests</u> Governors handed in their completed 2017/18 Pecuniary Interests Form and additionally, there were no interests declared by those present regarding agenda items.</p>	
5	<p><u>STEP Governance / SGB Membership</u> a) <u>STEP Governance Structure</u> PG confirmed that the STEP governance structure had changed with the removal of committees. This did not affect BWA / HCA as committees had not yet been formed. PG also reported that Angel Oak and David Livingstone Academies had linked (SGB) and Gonville now had a stand-alone SGB.</p>	

	<p><u>b) Governor Vacancies</u> HH stressed that new governors were needed, preferably from the local community. IR stated that he had been waiting for the skills audit analysis to establish where gaps may be. He would discuss this further with AK. HH suggested a recruitment advert in the local paper. Additionally, CM mentioned that he may know a suitable candidate; an ex-Ofsted Inspector (Secondary) who had worked in finance prior to recent retirement. CM to follow up on this lead.</p> <p><u>c) Governor Attendance 2016/17</u> Governors had received copies of the meeting attendance for last year.</p> <p><u>d) SGB Skills Audit Analysis</u> HH thanked governors for completing their skills audits and SM had collated these and circulated. There was just one 'red' item – Business Links and six 'amber' items. These areas could be a focus for future training or referred to for future recruitment.</p> <p><u>e) Appointment of Lead Governors</u> The following appointments were agreed:</p> <ul style="list-style-type: none"> • Finance: Cliff Robinson • Standards: Brendan Clemens • Safeguarding/CLA: Johnie Davies (to be asked) • SEND/Inclusion: Johnie Davies (to be asked) • Pupil Premium: Craig Marsh (with support) • Performance Management: Cliff Robinson • Academy Website Monitoring: Craig Marsh <p>Noted that when new governors came on board, the responsibilities could be distributed / have two governors assigned.</p>	CM
STEP Way – We agree to do things like this		
6	<p><u>STEP SGB Programme of Works</u> Governors acknowledged receipt of the SGB Programme of Works 2017-18. There were no questions arising.</p>	
7	<p><u>Academies Financial Handbook 2017</u> Governors had been sent copies of the Academies Financial Handbook 2017 and noted the summary of changes on page 5 of the document. The STEP Board of Trustees would be adopting the handbook at their next meeting.</p>	
8	<p><u>STEP Policies and Procedures</u></p> <p>a) Seven related 2019/20 admission documents had been circulated prior to the meeting, for both Academies. Procedures remained the same and there had been no issues encountered last year. The policies were adopted from the Local Authority and the governors supported these.</p> <p>b) Governors noted that the following STEP Policies had been reviewed, updated and approved by the STEP Board of Trustees and were available on the STEP website:</p> <ul style="list-style-type: none"> • Complaints Policy • Equality Policy • Inclusion Policy • Adverse Weather Policy • Minibus Policy • Teacher Appraisal Policy • Support Staff PDC Policy • Recruitment Policy 	

	<ul style="list-style-type: none"> • Safeguarding & Child Protection Policy • Sabbatical Leave • Fraud • Addendum to Finance • HR (changes) <p>PG reported that there were no significant changes to any of the policies, just small edits. Noted that the Minibus Policy stated that drivers must now undertake at least one day of training. HH was interested in looking at the Equality Policy.</p>	
9	<p>Safeguarding</p> <p>a) Governors had received the Keeping Children Safe in Education, 2016, Part One document and all present signed to acknowledge that they had read and understood the document</p> <p>b) JD was due to carry out a Safeguarding Audit at both Academies and he would report back in due course. HH asked if there were any current safeguarding concerns? AK reported that there were several Early Help Interventions coming to light at High Cliff and these would be monitored. Support from the LA was good. IR reported that there were currently two families with open cases and a couple more of concern</p>	JD
STEP Up – We all succeed together		
10	<p>Head Teachers' Reports</p> <p>As the meeting was at the beginning of term and governors had met right at the end of last term, the Head Teachers presented brief verbal updates.</p> <p>a) High Cliff Academy</p> <p>AK reported:</p> <ul style="list-style-type: none"> • A parent working party had discussed the difficulties in managing traffic flow in the car park at the beginning and end of the school day. They had suggested unanimously just closing the car park. There was obviously no cost implications to this option and the new system had provided a much calmer and safer start to the day • A new staff team was in place and two successful INSET days had taken place the previous week. The new staff had settled in well, helped by the fact that they had started in June and so had experienced a less stressful start in September. This had also taken the pressure off existing staff • The LA Link Advisor was due to visit on the 27th September (visiting BWA on the 21st) and she was a former Head Teacher at Roedean and a Lead Ofsted Inspector • There had been a slight increase in Nursery numbers; on one day, 13 pupils were attending. Some morning sessions were in double figures • 25 children had started in Reception but AK expected to gradually fill up to 30 through this term <p>b) Breakwater Academy</p> <p>IR reported:</p> <ul style="list-style-type: none"> • The staff team was stable; one teacher had left and Chloe Avenell, an NQT had started (she had already worked in the school for three months last term) • Sue Hyde had joined the team as the new Learning Mentor • The kitchen was now being run (very well) by Sharon Davey. She was a parent with much catering experience who had already volunteered to run cookery classes for pupils • Two INSET days the previous week had covered growth mindset and Thrive on the first day, then expectations on the second day. They had been intensive sessions as there were so many changes last year and so it was imperative to set the tone for staff. But like AK, IR felt that the school had had a very good start 	

	<ul style="list-style-type: none"> • Prices for the Breakfast Club and After School Club had now increased, for the first time in a number of years. JW had researched the costs in other local schools and BWA was the cheapest by far. The school had to ensure that costs were covered and only a couple of parents had queried the changes • One member of staff was undertaking a Masters and another was undertaking a future leader’s course • Middle leaders were now in place and carrying out a stock take of their subjects and reporting to the SLT, one leader a week • Maths Mastery was being delivered at both Academies • A new library had been fitted by procuring furniture from Wolsey Junior School • Part of IR’s performance management was to gain a deeper understanding of EYFS and he had circulated an EYFS Report. This included last year’s position and what was in place this year <p>HH thanked AK and IR for their reports. She asked if any of the SATs appeals had been successful? IR reported that they had not unfortunately. But he added that he did not know of any schools who had been successful.</p>	
11	<p>Academy Improvement Plans</p> <p><u>a) High Cliff</u></p> <p>AK tabled the High Cliff AIP 2017-2018 and explained that the plan included long term aims which would take two to three years to develop. As a school, High Cliff was in its infancy. There were only five classes but a structure was still needed. AK talked through the key priorities and highlighted:</p> <ul style="list-style-type: none"> • A Senior Leadership Team (SLT) had now been formed consisting of AK, Chloe Parks (Year 1 Leader), Carly Jones (shared SENCo) and Jackie Wales (shared School Business Manager) • Unauthorised absences were currently too high and one factor for this was East Sussex advertising last year that HCA had a two-week holiday in October. Systems would be tighter this year • Developing teaching and learning plus assessment was a top priority this year. Noted that only one of the five teachers was fully qualified (two NQTs, one student and one undertaking PGCE) • The transition time at the end of the summer term had been very successful with pupils returning ready for work straight away • Development of the outside area was still a priority <p>HH asked how the governors could best give input, strategically? AK responded, by coming into school, observing the monitoring processes in place and scrutinizing documentation. AK felt that it was also important for the governors to meet staff. With a three-month gap now between SGB meetings, it was imperative that governors carried out their strategic visits. CM suggested visiting early in the academic year and then later on to observe changes / progress. Attendance at Parent Evenings had been mentioned at the previous meeting and AK would circulate the dates of these plus other school events, within the next couple of weeks.</p> <p>CM was interested to know how the new teachers would be supported? AK explained that High Cliff currently employed a qualified teacher for three days a week. She was covering PPA time (to release the teachers from class) and AK had a background in team teaching. There was the capacity to support and two CPD sessions a week were being held, focusing on teaching and learning. AK added that both the NQTs were strong, the one unqualified teacher was and had been in charge of the nursery class and the other unqualified teacher had undertaken class teaching successfully last year.</p> <p><u>b) Breakwater</u></p> <p>IR tabled the Breakwater AIP 2017-2018 and emphasised that the number one priority this year was outcomes. Results were just below national average and pupils needed to be pushed. IR was</p>	AK

	<p>analysing the data this week, looking at individual pupils. He highlighted the additional areas:</p> <ul style="list-style-type: none"> • Thrive was being introduced to staff • A target of a 1% increase in attendance had been set for this year (this was also the increase last year) • There were five members of the SLT; IR, JW, SF, Carly Jones and Holly Bishop (noted that there had been no mid leaders last year) • There were no curriculum changes • Maths Mastery had been introduced to Year 1 but the mastery approach was being embraced throughout the school • There was a heavy emphasis on writing every afternoon • Regarding premises, the Early Years canopy still needed replacing, windows were leaking (STEP premises team were aware) and the main entrance / pond area was ongoing • Noted that most items in the AIP did not require a budget allocation as they could be addressed in house <p>HH asked about the development of middle leaders and how SLT identified the difference / impact made? IR explained that the leaders' areas were RAG rated in July using the Ofsted criteria. One leader a week was attending SLT meetings to share their 'stock take' which showed targets and how they had progressed. HH requested that an example be shared with governors, either at an SGB meeting or through a separate visit. IR added that governors were welcome to attend an SLT meeting also.</p> <p>AK and IR were thanked for their presentations.</p>	
12	<p>Finance</p> <p>A confidential minute was taken for this item.</p>	
13	<p>Premises</p> <p><u>High Cliff Academy</u></p> <p>JW reported that the roof was currently being repaired as there were leaks discovered on Friday. She was also pleased to report that a new Premises Manager had been employed at the end of July.</p> <p><u>Breakwater Academy</u></p> <p>Three classrooms were redecorated during the summer and the new library had already been mentioned. HH asked if the Early Years canopy was dangerous and IR responded that it wasn't, it was just very old.</p>	
14	<p>Residential School Journeys</p> <p>Breakwater were running one residential trip next June, to Windmill Hill, for Year 6, exactly the same set up as last year. The risk assessment would be viewed in the summer term. SM to add to agenda. The trip was approved by governors.</p>	SM
15	<p>Performance Management</p> <p>Confirmed that CR would be the governor responsible for carrying out the Head Teachers' Performance Management Reviews and setting targets for this year (along with STEP support). The policies and forms used came centrally from STEP.</p>	
16	<p>Website Compliance</p> <p>As the new governor responsible for this area, CM would carry out a website check and report back at the next meeting (agenda item).</p>	CM / SM
STEP Ahead – We invest in our future		
17	<p>Feedback from the STEP Board of Trustees</p>	

	<p>Copies of the STEP Board of Trustees meeting minutes from July had been circulated and PG added:</p> <ul style="list-style-type: none"> • Isabelle Dennigan was the new Chair of the STEP Board of Trustees and Ross Gardner, the new Vice Chair • Noted that James Hooper had joined Step in April, as Head of Projects and Communications. He was deputy to Ben March, CFOO, and was based in Hailsham, although provided support to JW <p>HH suggested that consideration be given to employing a PR person. Although this occurred more in secondary schools, she felt this was useful for primaries also. They would concentrate on promoting the school, raising pupil numbers and fund raising. PG noted the cost implications and AK added that James Hooper had knowledge of PR. AK was keen to promote the school through the press and social media as she felt that the local community just did not know who High Cliff were.</p>	
18	<p><u>Governing Body Training</u> Governors noted the forthcoming STEP training sessions this term and would endeavor to attend.</p>	
19	<p><u>Governor Visits Programme</u> Governors had received copies of an annual visits programme plus the STEP Visits Policy. Visit training had been previously discussed but a suitable date had not been found. AK felt that the Visits Policy explained the process very clearly and so she suggested that this be read and then she would arrange a learning walk. Acknowledged that Maths Mastery would be good to observe and BP was interested to see this being taught in another school. AK to suggest dates for a learning walk.</p>	AK
20	<p><u>SGB Self Evaluation for 2016/2017</u> This item was dealt with at the end of the meeting. Governors had been asked to complete the SGB Self Evaluation form prior to the meeting but SM had only received three responses. HH therefore suggested completing the document together.</p> <p>HH went through each item, from 1 - 14 and governors decided 'yes' or 'no' and made comments. Three additional points were raised:</p> <ul style="list-style-type: none"> • Future staff, pupil and parent questionnaires to be shared with governors • There was a need for a governor from the local community and CM would pursue a church link • Governors to read the Performance Management policies <p>As it was getting late, HH asked governors to complete questions 15 – 27 outside of the meeting and make any relevant comments. The forms should then be emailed to SM, ideally by the end of the week, whilst the item was still fresh in the mind.</p>	IR/AK CM ALL ALL
21	<p><u>Minutes of Previous Meeting</u> The minutes of the meeting held on 11th July 2017 were approved and signed (including Part B Confidential).</p>	
22	<p><u>Matters Arising from Minutes</u> All action points had been completed.</p>	
23	<p><u>Any Other Urgent Business</u> There was no other business presented.</p>	
24	<p><u>Meeting Dates</u> Governors had been sent the meeting dates for 2017 / 2018. The SGB would meet again on Wednesday 6th December. Due to the long gap between meetings, HH reminded governors to complete their visits and send a visits form to SM (SM to re-circulate the template). HH also hoped</p>	ALL SM

	that new governors would be recruited in this time.	
25	<u>Publication of Minutes</u> The finance items and any sensitive staffing issues would be recorded as confidential (Part B).	
26	<u>Confidential Matters</u> The Part B2 confidential minutes from 11 th July 2017 were approved. There were no confidential items to discuss.	

The meeting closed at 8pm.
SM 150917

Summary of Action Points

Agenda Item	Action	Owner	Status
5/20	<i>CM to follow up potential new governor leads; family member plus church link</i>	CM	<i>This term</i>
9	<i>JD to carry out Safeguarding Audit</i>	JD	<i>This term</i>
11	<i>AK and IR to circulate dates of Parent Evenings and other relevant school events</i>	AK/IR	<i>High</i>
14	<i>SM to add residential trip risk assessment to summer term agenda</i>	SM	<i>Summer term</i>
16	<i>CM to carry out website compliance checklist and report back at next meeting (agenda item)</i>	CM/SM	<i>This term</i>
19	<i>AK to suggest dates for learning walk</i>	AK	<i>High</i>
20	<i>Future staff, pupil and parent questionnaires to be shared with governors</i>	AK/IR	<i>As and when</i>
20	<i>Governors to read Performance Management policies</i>	ALL	<i>Medium</i>
20	<i>Governors to complete questions 15-27 of the evaluation document and return to SM asap</i>	ALL	<i>High</i>
24	<i>SM to re-send governor visit form and all governors to carry out visits this term</i>	SM/ALL	<i>This term</i>

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