



SUMMER TERM 2021

MINUTES of the meeting of the Full Governing Body held remotely via MS Teams on 13 July 2021 at 17.30.

PRESENT:	Mr Cliff Brown (CB)	Mr Kieran Hughes (KH)
	Mr Stuart Carter (SC)	Mr Tom Gregory (TG)
	Mr Keith Deane (KD) (Chair)	Mrs Julie Irwin (JI)
	Mr Paul Fleming (PF)	Mrs Christine McLintock (CM) (Headteacher)
IN ATTENDANCE:	Mrs Hannah Dell (HD)	Business Manager
	Ms Nicola Renyard (NR)	Deputy Headteacher
	Ms Liz Walker (EW)	Clerk
ABSENT:	Mrs Kelly Anderson (KA)	Apologies received and accepted
	Mr Nigel Cole (NC)	Apologies received and accepted
	Ms Lucy Joseph (LJ)	Apologies received and accepted
	Mr Matt Spooner (MS)	Apologies received and accepted

NB. Governors' questions are highlighted in *italics* throughout these minutes.

To note that this meeting was held virtually to enable the Governing Body to meet the government guidance in relation to the COVID-19 virus. The agenda items were taken out of order to allow presenting staff to leave following their contributions.

	ACTION
<p>1 WELCOME, INTRODUCTIONS, APOLOGIES AND ANY OTHER BUSINESS The Chair welcomed everyone to the meeting, especially Nicola Renyard who was attending her first meeting of the full Governing Body. Apologies for absence are as outlined above.</p> <p>There were no items of Any Other Business notified.</p>	
<p>2 DECLARATIONS OF INTEREST There were no interests declared other than that Mrs Christine McLintock declared that her husband is a Director of Alumna which runs the Charity Excellence Framework – Minute No. 15.1.</p> <p>Core Function 2: Holding the headteacher to account for the educational performance of the school and its pupils, and the performance and management of staff</p>	
<p>3 SUPPORT AND INTERVENTION – FEEDBACK Nicola Renyard updated governors about the information that she had been due to present to the Support and Intervention Committee meeting which had been cancelled owing to a clash with the feedback from the Ofsted Inspectors.</p> <p>Safeguarding and Mental Health</p>	

DSLs meet weekly and look at serious case reviews. The DSL rota is now in place and there has been a general tightening up of systems including for MARFs. The Safeguarding Policy has been updated and a Mental Health Plan has been developed. There has been a series of audits covering systems (MyConcern and reporting arrangements) and looking at different cases.

It is very encouraging that the feedback from the audits (including the one by Bucks Council on the culture of safeguarding) has been positive and Ofsted were happy with the safeguarding arrangements in place. Actions have been RAG-rated, with any immediate actions identified having already been addressed.

The next focus is to gather feedback from students which will be predominantly organised in focus groups. Any feedback received regarding Mental Health is already being followed up.

All staff have completed Safeguarding and Prevent training and confirmed that they have read KCSiE 2020 and subsequent updates.

Oversight of the Safeguarding Action Plan is being passed from Eleanor Holding to Liz Gurney who is visiting a local school to observe their safeguarding procedures which are deemed to be robust.

Are all the audit outcomes and Action Plans available for governors to see?

It was explained that the audit outcomes that are available are on GovernorHub. The new Action Plan for September 2021 is in the process of being worked on and will be shared later.

Was the Safeguarding audit by Bucks Council robust?

It was felt that it was as the audit had considered safeguarding across the curriculum, e.g. in PHSCE. Officers had spent time in school observing practice and speaking to staff and students and the PHSCE Lead at Bucks Council has been signposted.

Having received the information regarding the audits and outcomes and the evidence from Ofsted, governors concluded that they had the external evidence to support the school's assertion that safeguarding procedures are robust and that the culture of safeguarding is embedded throughout the school.

What plans are in place with respect to PHSCE and Relationships and Sex Education as Ofsted challenged governors about not holding the school to account in these areas?

Liz Wolfenden will be overseeing this area from September as part of her new responsibilities as Assistant Headteacher. The possibility of undertaking a subject review of PHSCE is being considered and Liz

Wolfenden will share her views about how SWRS' offer could be improved at a later stage. This area is more complex than other subject areas as it is taught by virtually all teachers rather than confined to subject specialists. There will be a PSHCE Action Plan which will sit alongside the School Action Plan and Safeguarding Plan.

Attendance

Attendance planning has evolved during the past year to take into account partial school closures and self-isolations. Nicola Renyard explained the measures in place to support students including weekly phone calls home to vulnerable students during lockdown and measures to give students the confidence that school would be a safe place for them to return to. Meetings were held with any student with an attendance record below 90%.

Liz Wolfenden will lead on Attendance from September and Kelly Anderson, lead governor, will meet with her regularly and report back to the Governing Body.

Behaviour and Exclusions

The data shared is for the year prior to April 2021. Data for the remainder of this year will be reported at the start of the new academic year. Nicola Renyard monitors the exclusions data. She highlighted the following current trends:

- SWRS remains in the top half of Buckinghamshire schools in terms of number of exclusions.
- 31 days relate to a serious one-off event.
- The rates of exclusions relating to physical assault to other pupil(s) and verbal abuse/threatening behaviour to staff have increased. Although this is a County-wide and National trend, SWR's rates are higher than the national picture and this will be investigated further.
- It is not appropriate to benchmark current data against the national data for 2018/19 Yr7 and 10 data is close to the National averages.
- Exclusion of Pakistani and Caribbean students is higher at SWRs than the National Average, exclusion of students registered as SEND/K is in line with the National Average.
- The gap between the exclusion of Pupil Premium (PP) and non PP students at SWRS is less than the national gap.
- Work is being invested in reinforcing classroom rules and the value of respect to students every day in every lesson. The mobile phone policy has been clarified and school community based events are planned to resume next year assuming it is safe to do so.
- There has been work to support vulnerable and hard to reach girls and volunteer mentors have been requested.
- There has been sharing of experiences and outcomes with other similar schools with different approaches to exclusions.

Has there been any additional support and training for staff in dealing with students who exhibit physical behaviours?

Key staff in the Support and Intervention Team have attended Behaviour Management training with a view to supporting students and managing these behaviours in school. This has yet to be rolled out to the wider staff.

In the Headteacher's meetings with these students, do you address joint enterprise/ the involvement of other students on the periphery?

Mostly physical outbursts are unplanned and only involving one or two students. If there are bystanders, this is followed up by staff as appropriate.

Is the reporting cycle appropriate for the Support and Intervention Committee for exclusions data?

It was confirmed that exclusions data would be presented to this committee at the second termly meeting.

Is the exclusions data for Pakistani and Caribbean students skewed by repeat offenders? Can you share any insights as to why this data is so high proportionately?

It was confirmed that there are repeat offenders and small numbers of students can skew the statistics. In some cases lack of parental engagement is an issue as this impedes progress in reforming and supporting student behaviours. Information sessions are held for parents on topics such as mental health with a view to improving parental engagement and information is translated where this is an issue for families.

Are there any patterns in terms of poor behaviour – i.e. nationality, particular classes of students?

There are no patterns in the exclusions data but patterns have been noted in other data – for example, prejudice-related logs.

ACTION: JI and NR to liaise over the summer regarding how the S&I Committee could better monitor and evaluate impact.

JI/NR

Nicola Renyard was thanked for her input and she left the meeting at 18.23

Core Function 3: Overseeing the financial performance of the school and making sure its money is well spent.

4 2021/22 BUDGET APPROVAL

Hannah Dell was welcomed to the meeting. She highlighted the following:

- the school is required to submit a detailed budget plan for 2021/22 and high-level budget plans for 2022/23 and 23/24 to the ESFA by 30 July 2021.

- The budget has been modelled based on assumptions regarding pupil numbers and decisions about the Sixth Form.

Income

- Income has increased significantly from 20/21 due, mainly, to an increase in the GAG.
- Assumptions have been made in terms of trading income for catering and lettings increasing back to pre-pandemic levels. It is encouraging that there have been many requests for use of the sports hall.

Expenditure

- Wages and salary costs have decreased although the pay settlement for teaching staff is currently out for consultation. The budget has been modelled on the worse-case scenario in terms of assumptions regarding all teachers having positive performance pay outcomes but a 0% pay rise has been assumed in line with the public sector pay freeze. The net effect of a 2% pay increase for teachers is equivalent to approximately £70,000.

The remaining detail is included in the minutes of the Finance, Audit and Risk meeting.

Apart from uncertainty about pay, is there anything else that could impact the budget?

HD reported that clarity regarding Catch-up and SEND funding is awaited.

In addition to being recommended for approval by the Finance, Audit and Risk Committee, Nigel Cole, Chair, has also scrutinised the proposed budget.

The Governing Body reviewed and approved the draft budget recognising that, as in previous years, the budget may need to be tweaked in line with new information prior to the EFSA submission date.

5 MANAGEMENT ACCOUNTS

The Governing Body received Management Accounts relating to April 2021 and noted that these had been scrutinised by both Nigel Cole, Tom Gregory and the Finance, Audit and Risk Committee prior to this meeting.

HD reported that the agreed additional Capital expenditure as well as the investment agreed for the 'BYOD' project has now been planned into the Forecast. As a result, the school is forecasting an increase of £35,661 against the planned deficit for 2020/21 bringing the total forecast deficit of £146,141.

Have you considered using the online Lettings Management System used to book the local village hall?

ACTION

Hannah Dell explained that this was under consideration by the Site Manager.

Governors commended Hannah Dell on the quality of the Management Accounts and the way the budget had been managed over a very challenging year.

6 RISK

6.1 RISK MANAGEMENT POLICY

It was noted that the draft policy had been reviewed and recommended by the Finance, Audit and Risk Committee for adoption.

It was agreed to approve the Risk Management Policy.

6.2 RISK REGISTER

The Risk Register has been re-designed and re-populated. Some of the risks relate to the work of the FGB as well as the committees.

ACTION:

- FGB and committees to focus on key actions only.
- the 3 red RAG-ed risks relating to Compliance, S&I and Finance, Audit and Risk to be reviewed by the respective committees initially before reviewing the Amber risks.
- FGB risks to be considered at the next FGB meeting.
- Minutes relating to committee considerations of risks to be collated by the Clerk and forwarded to the Finance, Audit and Risk Committee.

All

MS/JI/TG

Next agenda

EW

7 APPOINTMENT OF AUDITOR 2021/22

HD explained that the Finance, Audit and Risk Committee had felt it was timely to re-tender for external auditors for 2021/22 and following a formal tendering scoring process, MacIntyre Hudson were being recommended for re-appointment.

Whilst it is recognised that they are more expensive than other providers, the service offered is more comprehensive and therefore, potentially, best value for money. The caveat to this proposal is that Hannah Dell has a conversation with MacIntyre Hudson to outline future expectations and re-set the relationship with them, to avoid a situation where this is deemed to be too comfortable. For this reason, a re-appointment on a one year basis is recommended.

The Governing Body approved the recommendation that MacIntyre Hudson be appointed as External Auditors for a further one year period, subject to the conversations that Hannah Dell will have with them as outlined.

8 FINANCE, AUDIT AND RISK COMMITTEE

The Minutes of the meeting held on 10 May 2021 were noted. The Minutes from the meeting on 5 July 21 would follow. Matters raised are as covered in Minute Nos. 4 – 7 above.

Hannah Dell was thanked for her contributions and she left the meeting at 18.53.

Core Function 1 : Ensuring clarity of vision, ethos and strategic direction**9 STRATEGIC PLAN/VISION – FEEDBACK FROM WORKSHOP**

The Chair thanked those governors who had been able to attend the Strategy Workshop for their input. The proposed value and vision statements below are the synthesis of the deliberations of the workshop attendees, subsequently reviewed and distilled by the Headteacher and Chair of Governors:

Values

- Be **Respectful** - treat other people and things well, do the right thing
- Be **Ambitious** - constantly strive to be the best that you can be
- Be **Reliable** - do what you said you would do
- Be **Resilient** - prepare for future challenges and adapt, learn and grow from setbacks

Vision

- To be an inclusive, nurturing community, where everyone matters, is heard and counts
- To develop talent and unleash creativity, building resilience and confidence within our school community
- To be the school of choice that prepares students for life in the local and global community

Other stakeholder groups have yet to be approached for their comments. The SLT are in agreement with the outputs and keen to maintain the momentum with this process. It will be important to re-start the work on the branding project once the Vision is formalised.

A governor commented that the Vision Statement would be stronger and more memorable if it could be further synthesized into one sentence.

ACTION: The Chair to craft a succinct Vision statement and send to the Headteacher for review.

KD

10 OFSTED MONITORING VISIT

Governors noted the information in the Ofsted official report as well as the notes from the Ofsted feedback meeting. From feedback from the

Inspector, it is possible that the full inspection may be Summer 2022 as Ofsted has a backlog.

The findings from the inspection will be transferred to the School Action Plan for individual committees to monitor.

11 POLICY APPROVALS INCLUDING ANY BY THE CHAIR UNDER DELEGATED POWERS

Governors noted that the Chair had approved policies in relation to Admissions and Exams as part of his delegated powers.

They endorsed this action.

12 HEADTEACHER'S REPORT

Governors noted the information in the Headteacher's Report. The following matters were highlighted and questions asked.

Staffing Structure – The Headteacher explained the rationale for replacing 2 Assistant Headteacher posts with 4 posts with additional responsibilities on a one year contract. Kerry Gray is now a Senior Assistant Headteacher.

Will you consider retaining 4 positions or will you revert to 2?

Retaining 4 positions will make the SLT too large on a longer term basis and will be unsustainable beyond the year for the current incumbents as they are also having to retain their individual Middle Leader responsibilities.

Will the responsibilities of an Assistant Headteacher negatively impact on their other roles?

It was explained that these members of staff have been given additional time and faculties have been risk assessed to ensure that they are robust enough to support them in their Middle Leader duties.

This has been a great developmental opportunity for staff. Would you consider repeating this in the future?

The Headteacher explained that this might be possible, perhaps for Associate Headteacher positions.

Trust and School Improvement Offer 2021/22

The Headteacher explained that she had accepted the support offered from the allocated National Leader in Education (NLE) who is the Headteacher of a local empty Multi-Academy Trust (MAT).

Governors discussed the implications of the government's renewed drive for all schools to be part of a MAT and recognised the SWRS is an attractive proposition as finances are secure.

Are there any advantages to SWRS of being in a MAT?

It was explained that there are no financial advantages as our budget will be top-sliced by the MAT. There will also be loss of strategic controls as the MAT becomes the employer of staff. Advantages are that expertise and resources can be shared.

Would schools recruit their own staff?

This would depend on Schemes of Delegation (SoD) but this should be possible for decisions within our budget.

13 SCHOOL ACTION PLAN - UPDATE

The Headteacher explained that actions are focused clearly on achieving an Ofsted 'Good' outcome.

Is the Ofsted framework too narrow that other improvements might be missed?

The Headteacher explained that it was important for the school community for SWRS to be accredited as having moved from a school that Ofsted judged to Require Improvements to one that is deemed by them to be Good.

The Chair explained that he would draft actions relating to improvements in governance and circulate for comment.

ACTION: KD to draft and circulate governance actions for the SAP

KD

14 COMMITTEE FEEDBACK

14.1 COMPLIANCE

The Minutes of the meeting held on 27 May 2021 were noted. There were no matters to highlight.

14.2 ENGAGEMENT

The Minutes of the meeting held on 17 May 2021 were noted. Keith Deane, Chair, reported that the Branding and Marketing project will restart as the work on the strategy is nearing completion. It is encouraging that, despite a difficult year, only 2 formal complaints have been received from the school community.

14.3 PERSONNEL

The Minutes of the meeting held on 27 May 2021 were noted. Stuart Carter, Chair, reported that the Committee had heard two informative presentations from the SLT as detailed in the minutes. Recruitment and staffing is generally stable although English is a concern.

14.4 PAY

There has been no meeting of the Pay Committee recently.

ACTION

14.5 SUPPORT AND INTERVENTION

The Minutes of the meeting held on 20 April 2021 were noted. The scheduled meeting on 29 June 2021 had been cancelled due to a clash with the Ofsted feedback session. The matters that were due to be discussed have been covered (see Minute No. 3 above.)

14.6 TEACHING AND LEARNING

The Minutes of the meeting held on 11 May 2021 were noted. The Minutes of the meeting on 12 July 2021 would follow. Julie Irwin, Chair, reported that the Committee have confirmed its monitoring arrangements as part of the Curriculum review. Data Drop 1 will be used as Baseline data, committee subject leads will meet with school subject leads at Raising Standards meetings to review Data Drop 2 evidence and agree actions to be reviewed at Data Drop 3. School subject leads have been asked to self-evaluate from Data Drop 3 evidence this cycle owing to governors being unable to attend the Raising Standards meetings at short notice.

14.7 TERM DATES/ INSET DATES 2022/23

It was agreed to defer this item to the next meeting.

ACTION: Defer approval of Term Dates 2022/23 to Autumn 21

Next agenda

Board's organisational efficiency and effectiveness, fit for purpose

15 GOVERNANCE EVALUATION

15.1 CHARITIES EXCELLENCE FRAMEWORK (CEF) REVIEW

Paul Fleming explained that the first review of the CEF had been undertaken and it is pleasing to note that the Governing Body has made some improvement. 'Must Do' actions have increased which reflects an increase in the number of questions being asked. 'Don't Do' actions have also increased to reflect the fact that many areas have already been addressed. The Governing Body's work on strategy will be reviewed in the light of the Strategy Workshop outcomes.

The next step will be for each committee to determine 3-5 CEF actions to work on each term.

Is it possible to streamline all actions relating to the SAP, CEF, Equalities Action Plan and Risk Register into one document for each Committee?

This will be considered along with the live storage of the various documents which all committees need access of.

ACTION:

- All committees to prioritise 3-5 CEF actions/term.

Com Chairs

- PF and KD to consider the merit and possibility of streamlining committee actions and storage of live documents.

15.2 BOARD SELF-EVALUATION

Paul Fleming referred to the report of the governors' self-assessment and the outcomes and areas for future focus as follows:

- I understand what our beneficiaries want from us and why our services are the best way to meet these needs
- We regularly report to and are accountable to our stakeholders and beneficiaries
- We actively seek the views of beneficiaries and take their wishes into account in decision making

Governors are aware that this is an area of weakness for them and that work on the communications plan will help address this.

15.3 SKILLS AUDIT

The recent Skills Audit outcomes were shared and there were no surprises.

Paul Fleming, Development Governor, will review training needs in the light of the audit. A WGB session on the National Curriculum was one suggestion.

15.4 GOVERNOR DEVELOPMENT

The training options available to governors will be circulated.

PF/EW

16 MINUTES OF LAST MEETING

The Minutes of the meeting held on 30 March 2021 were confirmed as a correct record.

16.1 MATTERS ARISING

PARENTAL ENGAGEMENT (Minute No. 7)

Christine McLintock explained that responses from parents to surveys needed to be treated with caution as the views expressed were only representative of those who had responded. An Urdu speaking member of staff had contacted those Pakistani families who had not attended parents evenings. There had been no pattern, people had not attended for different reasons. When asked whether language was a barrier, only 5 had said it was. This will continue to be an area to explore next year.

Usually, parental attendance would be around 70% at parents' evenings. However, it had been as low as 50% for some groups of children at the last set of parents' evenings and this was why this additional work was being undertaken.

ACTION**17 GOVERNOR RESIGNATIONS AND RECRUITMENT**

The following resignation were reported and noted:

Mrs Katharine Edgar – resignation w.e.f. 02.06.21 owing to moving away from the area.

Mr Nigel Cole – end of term of office 21.07.21

Mr Paul Fleming – end of term of 27.09.21

The Chair stated that he was pleased to report that Paul Fleming had decided to remain as a governor for another term. He is a Parent Governor and will need to be re-elected.

The following is a summary of key roles and positions:

- Development Governor – this position needs filling.
- Safeguarding - Keith Deane on a temporary basis
- Governor Recruitment – Keith Deane and Clerk
- Non-Teaching Staff Governor – Keiran Hughes to liaise with Clerk and Michelle French
- SEND Governor – June Forbes nominated
- Attendance – Kelly Anderson

ACTION: Parent Governor election required

CM/EW**18 GOVERNANCE STRUCTURE 2021/22 AND MEETING DATES**

The Governance Structure is being rationalised to be more efficient. In future the Governing Body will be supported by work undertaken by the following committees:

- Personnel, Engagement and Compliance – Stuart Carter nominated as Chair
- Finance, Audit and Risk – Tom Gregory appointed as Chair
- Teaching and Learning – Julie Irwin nominated as Chair
- Support and Intervention – Keith Deane nominated as Chair
- Pay – Stuart Carter

Further governors are required and recruitment will be a priority.

The meeting schedule for 2021/22 has been circulated. The Clerk asked anyone with an issue with any of the dates to notify her.

ACTION: All governors to note schedule of dates and notify the clerk of problems with any dates

ALL

19 EVALUATION AND IMPACT OF MEETING

Governors confirmed that the meeting had been conducted appropriately and that everyone had been able to participate. In terms of impact, governors:

- satisfied themselves from external reports and audits, and challenged the SLT, about arrangements in school for safeguarding.
- challenged the SLT about curriculum and teaching and learning.
- reviewed their effectiveness and agreed a new structure and key roles.
- received reports to enable governors to have confidence in the management of finances.
- approved the budget for 2021/22.

The Chair thanked Christine McLintock and her team for their hard work and positive outcomes over the past year. Governors will give thought as to how to thank the staff. Keith Deane also thanked all governors for their contributions and their commitment to a voluntary role. He wished everyone a well-deserved summer break.

The meeting closed at 20.08

Signed Date

CHAIR