



**MINUTES OF THE MEETING OF
HIGHAMS PARK ACADEMY TRUSTEE FULL BOARD MEETING
HELD ON THURSDAY 18 MAY 2022 AT 5.30 PM
AT THE SCHOOL**

Present: Tracy Penfold (TP) – Chair
Richard Palmer (RP)
Andy Sikora (AS)
Claudine Crossley (CC)
Maria Eze (ME)
Erik Mezel (EM)
Dave Brown (DB)
Ginette Hogan (GH)
Nigel Armsby (NA) - Principal

Also present: Tom Capewell, Deputy Principal (TC)
Nick Hyde, Deputy Principal (NH)
Ange Osman, Deputy Principal (AO)
Jacob Adeshina Academy Business Manager (JO)
Tim Morris, Company Secretary/Secretary to the Board

Clerk to the Board: Jacky Potts

Summary of agreements and actions:

Minute reference	Formal agreements and/or actions identified	Named person(s) for action(s) identified	Date
<i>Brought Forward item 6.5</i>	Longer Term Strategy: Governor group and staff input to review existing documentation and make recommendations for implementation as soon as possible.	TP	Ongoing
4.2	Research information to be provided for circulation to others.	EM	Immediate
6.3	Behaviour Policy to be amended and sent to emailed to Trustees.	School	Immediate
6.3	SEND Development action plan to be sent out to Trustees.	School	Immediate
6.4	AGREED: Trust Board Meeting Dates		
7.3	AGREED: Trustees agreed to the 3 year extension of the Catering Contract and a 5% price/tariff increase, effective September 2023.		
	DATE OF NEXT MEETING FGB 5th July 2023 5pm	Governor Services	To note

1. WELCOME AND APOLOGIES FOR ABSENCE

- 1.1 The Chair welcomed everyone to the meeting,
- 1.2 Apologies were received and accepted from Alan Benton.
- 1.3 There were no apologies for absence not received.
- 1.4 There were no considerations of disqualification.
- 1.5 The Clerk confirmed the meeting was quorate with eight trustees present.



2. DECLARATION OF INTEREST

- 2.1 There were no declarations of interest in any of the agenda items.
2.2 Standing Declarations were noted as per the school website.

3. TRUST BODY

3.1 Trust Board Membership

The expiry of Terms of Office was noted for RP, AS and AB. It was further noted that Members will be asked to consider reappointment of AB on request, subject to his agreement.

Q. What is the process for AS and RP?

A. These will be via staff elections.

- 3.2 It was noted that details about Trustees were up to date on GIAS and Companies House.

4. MINUTES THE FULL BOARD MEETING – 23rd March 2023

- 4.1 These were received and accepted. The minutes were considered signed, and e-copies to be retained by the School and Governor Services.

4.2 Matters Arising

Item 3.2 Trust Board Membership – this had been amended to reflect CP's resignation. It was noted that 2-3 members were required. Vacancy has been registered with a professional accounting body. Unfortunately, there had been no-one with appropriate skills at the recent LA recruitment session. The LA have agreed to approach staff in Finance to see if they would like to stand. Further LA recruitment session will not be until 18 October 2023.

Item 4.2.1 1-page Behaviour Summary is completed.

Item 6.5 Longer Term Strategy. Meeting still to be arranged.

ACTION: TP

Item 7.1.1. Catering - on agenda. TP advised that in response to the query regarding Hospitality spend, she had asked for the policy to be reviewed and a procedure to authorise hospitality costs. This will be brought to the June Resources Meeting.

EM advised that following an action for him, he had found some research which he was happy to pass to NA to be circulated to others.

ACTION: EM

5. ACTIONS FROM FULL BOARD MEETING 23rd March 2023

See item 4.

6. STRATEGIC SCHOOL ITEMS

6.1 Company Secretary's Report

TM presented his report and highlighted the following:

- Number of students on Roll taken on 11.5.23, Figure of 1540 was a variation to January figures, which is more fluid than 10 years ago.

Q. Is the figure of 1557 in September concerning?

A. This was at September 2020. In September the school would have fluctuation with Yrs 12s. We would need the 1557 to be the figure at the time of October census as this would reflect the funding received. The school have control over the PAN Yr7 intake via in year admissions.

- Joiners and Leavers Spring Term, with reasons



- Quality of Teaching & Learning – AO advised that the school were still following processes in place for this year. There will be a change to the quality assurance process from September 2023. The principals have been agreed at SLT and Trustees noted the reasons for change. A staff meeting, after half term, is planned to launch the new process. A T&L Working Group will be set up. The in-house QA will be abolished and replaced with a calendared two-week process for the whole school, with everyone involved. The findings will be used to plan the next CPD session and to produce Highams Park T&L principles which will outline expectations in classrooms. The plan is to abolish all paperwork and adopt an Ofsted style approach which focusses on the learning experience of pupils. This has gone to SLT and will go to curriculum leaders, then all staff.

Q. *What is there to help those who are not performing?*

A. *Bespoke CPD with a supportive approach. We will also be introducing a T&L video which will assist in increasing the approach in classrooms. HoDs will get a summary of what went well and all areas of development, which will form the basis of CPD. If there is no improvement, then we can move to support and capability.*

Q. *Will good practice be shared?*

A. *Yes, the videos will be developed and led by the T&L Working Party, teachers will be invited to be filmed in the classroom in order to share best practice and ideas.*

Q. *Will the new system mean more observations?*

A. *Not every member of staff will be seen at every cycle and observations will no longer be one hour, it will be no more than 15 minutes in the classroom. We agreed in SLT that we would still provide people with one observation per year for their own CPD.*

Q. *How often will the observations take place?*

A. *QA cycle in half term, with one full observation once a year.*

- Attendance figures
- Staff absence due to illness for teaching and support staff. This equated to 365 days involving 81 people. 45 days had been lost to stress.

Q. *Are people still self-isolating?*

A. *Yes. If someone tests positive, they should not come in.*

Q. *With long term absences are they being referred to OHS?*

A. *Yes, often with a phased return to work. Staff returning to work following a period of stress would have a stress risk assessment, a phased return agreed and regular review and support meetings.*

Q. *Can we benchmark the sickness figures?*

A. *This is difficult to do, problems are often associated with quality of cover staff. We are fortunate in that we have a pool of ex-teachers who will return, part time teachers who will come in on their days off, and regular people we will go to first.*

GH agreed to become the Link Governor for Mental Health/Staff Absence.

TM welcomed feedback from governors on what information they would like to see in the report in relation to sickness data. .



- Recruitment – There were currently 4 vacancies, with interviews scheduled for next week.
- The Behaviour Team were now fully staffed.
- It was noted that the Resignation date was 31 May 2023

Q. Have you had a reasonable response to adverts?

A. We had a good response to Drama and have appointed a strong Head of Music. Geography is a subject which is particularly difficult to recruit to.

6.2 School Development Plan

6.2.1 Leadership & Management

NA advised that himself and AS had been in consultation with union reps around 1265 hours for teachers, with a view to reaching an agreement in the next few days. There were no further updates on the RAG rated items from the last meeting.

Q. *Has the new telephone system reduced emails?*

A. *Yes, particularly for members of SLT who can phone if they are not at their desk.*

Q. *Do you know the uptake of EAP?*

A. *This will be checked and provided.*

Q. *Have you had any complaints from parents regarding communication within 48 hours?*

A. *I'm not aware of anything. It is making parents aware that teachers are teaching and not deskbound.*

6.3 Post Ofsted Action Plan

NA advised that from September the school will be linking the SDP with the Ofsted feedback. He highlighted the following:

- Improving ambition of curriculum – how are we going to quality assure this to see stretch and challenge.
- Improving reading age – use of accelerated reader. We have identified some students with behaviour issues and low reading age, support has been put in place.
- Behaviour and Attitudes – Head of Student Conduct is in post, fully staffed in Behaviour Team, use of reflection zone and the work of the Behaviour Support Officer has significantly improved the use of the Integration Room.
- Behaviour Policy will be launched with staff on the 24 May 2023. The school explained how the new process will work, which is taking away responsibility from classroom teachers and being centralised. It is hoped that this will lead to better logging across the school and will simplify and streamline the process for staff. It will have a big impact on the pastoral team, but will also lead to impact on lower level behaviour incidents. Serious incidents are followed up in a different way with different sanctions. The new procedure will be put in place the immediately after half term and relayed to pupils at year group assemblies. Parents will be advised of the new procedure.

Q. What is the reason why there was no centralised procedure before?

A. There were centralised elements to it. Behaviour was picked up in the Ofsted inspection. The current procedure has proved difficult for teachers to follow up efficiently which is part of the inconsistency. Centralising the process puts a lot of onus on HoY and DHOY, but we now have additional support staff who are dedicated to work on this.



Trustees were reassured that the sanctions are the same. It is a much tighter system but there is potential to lose individual teacher hold on dealing with behaviour issues with their students.

Q. Is there a risk of inflation in detentions in that teachers do not have to deal with the child themselves?

A. That will happen, particularly at the start, but we are prepared and know we will have to put resources into this. What is happening is that behaviours are going unchecked, they need to be challenged and dealt with.

Q. What is the timescale to see if it is proving successful?

A. We have a period of time to ensure this will work, by launching after half term. From September 2023 Yrs 8-11 will know and understand what the system is. It is hoped that lower incidents will reduce. It will be measured over the course of next year.

Q. Why doesn't this apply to the sixth form?

A. The system in place there is working but there will be behaviour points logged. The follow up is not needed for the sixth form in the same way.

A Trustee pointed out that she would not like to see something like removal of blazers taking up teachers' times, the focus should be on learning. It was explained that the school were experiencing issues with the way some pupils presented themselves, particularly influential individuals, and it had to be addressed. Pupils have to wear their uniform with pride and those who do not should be consistently challenged. The main issue is inconsistency which the school need to address and improve upon.

Q. Can teachers see what has previously been logged for a child?

A. Yes, it will be reported on the system.

Trustees raised concern at the number of suspensions relating to Black Caribbean pupils.

The new Behaviour policy will be prepared for approval by Trustees, which will be sent out by email. It was noted there would be minimal changes to the policy, which can be amended and approved in September, following the initial pilot.

ACTION: Behaviour Policy to be amended and sent to Trustees via email.

- Safeguarding - Extremism and radicalisation, more workshops to be held for pupils
- SEND Development Action Plan

ACTION: SEND Development action plan to be sent out to Trustees.

6.4 Trust Board Meeting Dates

AGREED: Dates circulated were agreed, subject to flexibility.

7. **FEEDBACK FROM SUB COMMITTEE MEETINGS**

7.1 Feedback from Resources Committee Meeting held 4 May 2023

The Chair highlighted the following key items:

- Meeting to discuss Asset Register took place.
- March figures were presented at this meeting
- Very Draft Budget 2023/24
- Outturn figures for 2022/23 to be revised and represented to June meeting



- Estates feedback
- Cleaning contact has gone out to tender
- H&S
- Drainage issues in car park still ongoing
- Roof on Sports Hall
- Agreed P Block internal door hinges to be replaced on an annual basis
- Report on P Block windows
- Catering
- Spending of reserves on alterations to P Block toilets
- Update on SRP

7.2 March Monthly Finance Report

The report was noted, which indicated a Revenue Deficit of £388k, Capital Deficit of £90k, overall deficit of £478k. There is a further meeting next week to look at April figures. The Revenue deficit had dropped by £100k and the school are expecting a further £120k from the DfE Main Schools Grant, which is supplementary to GAG funding.

Q. *Does the supplementary grant have to be spent on anything specific?*

A. *No, the grant was mentioned in the November budget that this would be forthcoming for April – August 2023.*

The budget was impacted by the 5% increase in staff salaries, as only 3% had been assumed in the original budget.

The school are looking at ways of cutting costs. The new Behaviour Department with 4 staff was not planned at the beginning of the year, but the school have accommodated these costs.

7.3 Catering Contract

Trustees were asked to consider recommendations from Resources Committee Taylor Shaw were looking for a 3-year extension, and a 5% price/tariff increase, subject to review of inflation and economic costs at the time, effective from September 2023. It was noted that the next price increase would be April 2024.

AGREED: Trustees agreed to the 3-year extension of the Catering Contract and a 5% price/tariff increase, effective September 2023.

8. **TEACHING AND LEARNING SCHOOL ITEMS**

8.1 Feedback from Academy Effectiveness Committee Meeting 27 April 2023

The Chair highlighted the following key areas:

- Update on reading ages – decision to retest for whole of KS3 to give better idea of progress and numbers of cohort for reading intervention. Report on progress reading will be available at every other meeting
- Attendance Report – noted work on lateness
- Spring Assessment Data – positive trajectory for Year 11 and A levels
- Behaviour – noted numbers had increased but was this down to incidents being picked up and not necessarily more incidents; types of incidents.
- 16-19 Tuition fund – had not been successful
- Pupil Premium Statement – funding to be rolled over to next year to fund those initiatives that had not gone ahead in 2022/23.



9. SAFEGUARDING

Report to be prepared and circulated following the meeting on Tuesday 16 May 2023.

10. LINK TRUSTEE VISIT REPORTS

There were no further reports to note.

11. TRUSTEE TRAINING

Trustees to advise GH of any training they had undertaken. The Chair advised that governors would be included in the Safeguarding training delivered to staff.

12. CHAIRS ACTION

It was noted that a meeting had been held with the LA to discuss the Ofsted Report. The Director of Education will undertake a tour of the school next term.

13. POLICIES FOR APPROVAL

There were no policies for approval.

14. DATES AND TIMES OF NEXT MEETING

Wednesday 5 July 2023, 5pm.

The date for Academy Effectiveness should be corrected to 13 July.

15. ANY OTHER BUSINESS

15.1 Thanks were extended to the school for providing classes for Yr11 students instead of sending them on study leave. This had been well received.

15.2 A Trustee queried whether the school would adopt the policy of allowing pupils to attend school in their PE kit during periods of extremely hot weather. The school advised that this would not work and were not keen to see this go ahead.

***Q.** What is the policy when the temperature hits 40 degrees? Can they wear tailored shorts?*

***A.** There are no shorts in the uniform policy, they are not allowed, only skirts or trousers. When it is really hot the red flag is raised which means blazers can be taken off, but ties must be kept on.*

16. CONFIDENTIAL ITEM

See Separate minutes.

Meeting finished at 19.15pm.

Chair: (print)

..... (sign)

Date: