

**Minutes of a Meeting of the Strategic Governing Body of
Heathfield and La Fontaine Academies
Wednesday 24th January 2018
6.30pm at La Fontaine Academy**

Name	Position	Attendance
Governors		
Allison Allen (AA)	STEP Co-opted Governor (Vice-Chair)	Present
Eva Allotey (EA)	Parent Governor, LFA	Present
Mark Anderson (MA)	Co-opted Governor	Present
Rachael Atkinson (RA)	Head Teacher – HA	Present
Annabel Bates (AB)	Co-opted Governor	Apologies
Sebastien Chapleau (SC)	Head Teacher – LFA	Present (For items 1-18)
Paul Glover (PG)	STEP Deputy CEO/Executive Head Teacher for Heathfield Academy	Present
Sarah Mackay (SM)	Staff Governor – HA	Present (For items 1-18)
Laura MacInness (LM)	Parent Governor – HA	Present
Karl (Freddie) Meier (FM)	STEP Co-opted Governor	Present
Lana-Lea O’Keefe (LO)	Head Teacher – HA	Present
Michael Speziale (MS)	Staff Governor - LFA	Present (For items 1-18)
Chris Stevens (CS)	STEP Co-opted Governor (Interim-Chair)	Present
Jennifer Taylor (JT)	STEP Co-opted Governor	Present
Other Attendees		
Mark Ducker OBE (MD)	STEP CEO	Present
Kelly Edwards (KE)	School Business Manager – HA	Present (For items 1-18)
Ashana Graham (AG)	Associate Governor	Apologies
Diane Williams (DW)	School Business Manager – LFA	Present (For items 1-18)
Carol Fagan (CF)	Senior Governance Clerk	Present

Item	Minutes	Action
STEP First – We are all one team		
1	Welcome and Apologies The Chair welcomed everyone to the meeting, extending a particular welcome to Laura MacInnes and Michael Speziale, recently appointed Parent Governor for Heathfield Academy and Staff Governor for La Fontaine Academy, who were attending their first meeting. The Chair also welcomed and introduced Paul Glover, STEP Deputy CEO and	

	<p>currently Executive Head Teacher for Heathfield Academy. Governors introduced themselves.</p> <p>Governors received and approved apologies for absence from:-</p> <ul style="list-style-type: none"> • Annabel Bates – Travelling to Scotland • Ashana Graham - Illness 	
2	<p>Quorum</p> <p>The Clerk confirmed that the meeting was quorate.</p>	
3	<p>Declaration of Pecuniary Interests and/or Conflict of Interests</p> <p>The Chair asked governors to declare any pecuniary or personal interests they might have in any agenda item for this meeting. No governors declared any such interests. The Chair also asked governors to advise the Clerk about any changes to their pecuniary interests shown on the SGB's Register of Interests.</p>	
4	<p>STEP Scheme of Delegation</p> <p>Governors noted the STEP Scheme of Delegation approved by Trustees on 18th December 2017.</p>	
5	<p>STEP Governance/SGB Membership</p> <p>Membership Changes: Governors noted that the STEP Board of Trustees had ratified Ashana Graham's appointment as an Associate Governor at its meeting on 18th December 2017. Business Managers confirmed that they had undertaken DBS checks for all new governors.</p> <p>Appointment of Chair and Vice-Chair: Governors noted that the STEP Board of Trustees had approved the appointment of Chris Stevens and Allison Allen as SGB Chair and Vice-Chair for the remainder of the academic year.</p> <p>Associate Parent Governor Role: As agreed at the previous meeting, La Fontaine Academy had advertised for an Associate Parent Governor, for a one-year tenure, to support parental communication around the academy's move to its permanent site. Governors had received details of the two applicants. Following a secret ballot, governors voted 8-3 in favour of Laura Tulley, who had already been very proactive regarding traffic around the new site. The Clerk would ask Trustees to ratify Laura's appointment via email in order to bring her on board as quickly as possible.</p>	Clerk
6	<p>STEP Board of Trustees Update</p> <p>Governors noted the STEP Board of Trustees update.</p> <p>MD highlighted some recent key developments for the Trust;-</p> <ul style="list-style-type: none"> • Paul Glover, STEP Deputy CEO, would provide Executive Head Teacher support to Heathfield Academy for the spring and summer terms. He would work with the Head 	

	<p>Teachers to move the academy forward in the lead up to its first Ofsted inspection. In response to a governor's question, the Clerk confirmed that, for the duration of his Executive Headship, Paul would be a governor, and that as set out in the STEP Scheme of Delegation, Rachael, Lana and Paul would share one vote.</p> <ul style="list-style-type: none"> • Trustees had appointed John Halliwell as STEP's Head of Leadership Development. John was working to develop a more strategic approach to leadership development across the Trust • The launch of the new STEP Standard compass layer would bring more clarity around STEP Standard expectations 	
STEP Way – We agree to do things like this		
7	<p>STEP Policies and Procedures</p> <p>Governors noted the STEP Policies recently reviewed and approved by Trustees, as detailed in the Board of Trustees' Update.</p> <p>Charging & Remissions Policy: Strategic Governing Bodies were responsible for approving any individual academy charges for inclusion in the Charging & Remissions Policy. The Business Managers stated that there were no individual charges from their academies for inclusion in the policy.</p>	
8	<p>Safeguarding</p> <p>Recently appointed governors confirmed that they had read the DfE's safeguarding document 'Keeping Children Safe in Education'.</p> <p>The Chair drew governors' attention to the STEP Governor Safeguarding Training session at Heathfield Academy on 20th February, encouraging as many as possible to attend.</p> <p>CS had visited both academies in the capacity of Safeguarding Governor and he would undertake a safeguarding visit to La Fontaine Academy's new site as a matter of priority. CS would share written reports with governors in due course. In the meantime he was able to report that, for both academies;-</p> <ul style="list-style-type: none"> • Conversations with teaching and non-teaching staff showed a clear culture of safeguarding and a clearing understanding of the CPOMS reporting system. • Children spoke very well about the information they received around E-safety and stated that they felt safe in school (this was supported by responses from the Pupil Voice questionnaires) <p>The key challenge going forward was to maintain the safeguarding standard at La Fontaine Academy's new site.</p>	Chair
STEP Up – We all succeed together		
9	<p>Educational Standards</p> <p>Head Teachers provided verbal reports on the start of the spring term, highlighting the following areas;-</p> <p>Heathfield Academy Admission Application: Recorded in Part B of the minutes</p>	

Pupil mobility: This remained an issue. The Academy's Admin Assistant was working very hard to fill any places that became vacant.

Staffing: Recorded in Part B of the minutes

Data: Governors had received a number of data reports in advance of the meeting. The data headlines showed that;-

- Children were making progress in all areas. Many of the improvements were due to a consistency of approach in phonics across the school that had impacted on writing.
- The school had a high proportion of EAL children that joined with very little or no English. The interventions in place to catch these children up were on track. Data showed that EAL children continued to work in line with their peers.
- Pupil Premium children were achieving very well
- Boys were outperforming girls
- The current Year 2 group had suffered considerable mobility, with only 50% of the cohort having been at the school since reception.
- Any children still working below expectations had been identified for interventions and the academy was working very closely on individual targets for these children
- There was already some evidence of children working above expected standards

The Head Teachers put forward a proposal to appoint two mid-day supervisors for one hour each day. This would ensure that teachers had a break at lunchtime and had time to prepare for afternoon lessons. Governors unanimously **approved** this proposal.

La Fontaine Academy

Site: The first phase of the new site was almost complete and the handover planned for 16th February. Moving would take place during the half-term week. The STEP ICT and Catering Managers had been extremely helpful with preparations for the move.

Teaching & Learning: Teaching and learning across the school varied, with some very strong evidence of good practice. The academy's key target was making sure this was consistent across the board. The particular focus was on middle and senior leaders to ensure they continued to model good practice.

Data: The PUMA and PIRA data reflected expectations for this time of the year. The Head Teacher was therefore confident that the academy was on track to meet its end of year targets.

Staffing: Recorded in Part B of the minutes

Admissions: The recent open days were well attended and it was highly likely that the school would be oversubscribed for September 2018.

Governors asked the following **questions** relating to the La Fontaine Head Teacher's Report;-

Q: Governors had received a number of data reports for this meeting. What level of detail could governors expect to receive going forward?

A: STEP's SGB Standards Leads would meet with Academy Leaders on a termly basis to scrutinize the detailed data reports and to complete a RAG rated summary report for governors. Governors were welcome to contact the Standards Leads if they required any more information.

At both academies, AA was confident of achieving a green rating in all areas by the end of the year.

Q: Was it possible for the summary reports to include target figures for the amber areas?

	<p>A: The next Standards Lead Governor visit was booked for March, to look at spring data, and the plan was to include target figures in that term's reports. During the March visit, AA would also look at the model of SEN provision, to enable effective budget monitoring, together with the financial aspects of Pupil Premium funding.</p> <p>Governor Monitoring Visits: The Chair strongly encouraged governors to visit both academies to obtain a sense of their individual contexts and reminded them to liaise with head teachers to schedule monitoring visits for the spring and summer terms.</p> <p>Annual Governors' Day: The 2018 Annual Governors Day would take place at La Fontaine Academy's new site on Friday 13th July.</p> <p>Governor Attendance at Academy Events: In response to a governors' request, the Head Teachers would recirculate the key academy dates. In the meantime, governors could find these on the academy websites.</p>	<p>All governors</p> <p>Head Teachers</p>
<p>10</p>	<p>Financial Management</p> <p>As Business Managers had only been able to circulate their reports within the last few days, they took governors through their reports before inviting questions.</p> <p>Heathfield Academy KE drew governors attention to the following areas;</p> <ul style="list-style-type: none"> • The management accounts indicated a forecast in-year deficit of £46,629. • The variance in the spring term was due to a substantial increase in agency costs relating to sickness cover • The academy had recently received an additional £6K from Croydon Council in respect of furniture and fittings and another £5,900 in respect of IT equipment • The academy was looking at reducing audit costs and drilling down on the control of food waste • Taking into account the additional income, potential savings and budget contingency of £33K, the Business Manager predicted a small surplus at year-end. • Some parents were in arrears in respect of breakfast club fees. The academy had sent out reminders about its debt policy and were being vigilant about following up all arrears. • Whilst the reception and Year 1 classes were full, the vacancies in Year 2 were resulting in a substantial loss of income. The academy was working to promote the school and fill vacancies as quickly as possible. • The academy was working with James Hooper, Head of Projects and Communications, to plan an official opening of the new building • The Trust's Health & Safety advisors, Ellis Whitham, had undertaken an inspection in November. Following their recommendation to delay the installation of the playground equipment, the academy had undertaken a rigorous risk assessment and made the decision to go ahead with the installation. • For consistency, the Trust had asked its Business Managers to use a standard risk register template. The key risks for Heathfield were the condition of a neighbouring resident's wall and the safety of the staircase. The academy was working to address these. <p>Governors raised the following questions:-</p>	

	<p>Q: The variance was quite substantial. Other than the additional agency costs, what did this relate to?</p> <p>A: The variance related to the appointment of an additional LSA, KE's appointment as Business Manager and increased hours for a member of the office staff (all approved by governors since the original budget was set)</p> <p>Q: Did the academy plan to be two-form entry for all year groups next year?</p> <p>A: The academy had received 30 first choice and 30 second choice applications for next year and would therefore have a two-form reception intake in September. Based on the number of applications for September 2018 Head Teachers were confident of filling places. However, if the numbers did not come through they would have a conversation with Croydon about capping admission numbers. In the meantime, they would continue to market the school and capitalize on its increased reputation. KE drew governors' attention to a promotional video tour that the academy had recently added to its website.</p> <p>The Chair thanked KE for her report</p> <p>La Fontaine Academy DW drew governors' attention to the following areas of her report;-</p> <ul style="list-style-type: none"> • The academy had set its 2017/18 budget based on the assumption of being on its permanent site, having its own kitchen and a new staffing structure. Remaining on the temporary site for an additional term had resulted in savings in some areas. However, the academy was aware that there might be some unexpected costs relating to the new site. • The need to cover teacher absences had increased agency costs • The academy would be taking on additional support staff on the new site • Despite reminders, the academy was still not receiving regular utility bills from Bromley. It had set aside money to cover these. • The central team was renegotiating a number of contracts to achieve greater economies of scale • The academy would have a new catering team on its new site, bringing greater freedom over its menus. • Under staffing in the office had led to some debt management issues. Staff were addressing these as a priority. Recent letters to parents were starting to have a positive effect. • The academy was working hard to fill the 28 vacant pupil places. The Head Teacher was confident of achieving a reception intake of 90 for September 2018. <p>The Chair thanked DW for her report.</p> <p>Jennifer Taylor would be making a Finance Governor visit on 12th March and would provide feedback at the next meeting.</p>	
STEP Ahead – We invest in our future		
11	<p>Governing Body Training</p> <p>The Chair strongly encouraged governors to attend the STEP Governor Safeguarding training session at Heathfield Academy on 20th February. He also encouraged recently appointed governors to contact the clerk or himself if they had any questions about their role as STEP governors and the training available to them.</p>	All Governors

12	Correspondence to the Chair The Chair had no correspondence to report.	
13	Minutes The SGB approved the minutes of the meeting held on 6 December 2017 for signature by the Chair. The clerk would forward signed copies to each Head Teacher for their files and pass the original to the Company Secretary for the Trust's records.	Clerk
14	Matters Arising from the Minutes Governors confirmed that actions from the previous meeting were complete.	
15	Any Other Urgent Business: There was no other urgent business for discussion.	
16	Meeting Impact The Chair commented on a very positive meeting, particularly highlighting the new Business Manager Report format. He thanked governors for their questions	
17	Meeting Dates The Chair reminded governors of the central team's decision to cancel the March SGB meetings to bring the cycle into closer alignment with the availability of finance and standards data. The next meeting would therefore take place at 6.30pm on Wednesday 2 nd May 2018. To continue the pattern of alternating the venues, this would now take place at Heathfield Academy, with the July meeting at La Fontaine.	
18	Publication of Minutes Governors identified items of a confidential nature for Part B of the minutes. Following approval at the next meeting, the Part A minutes would be made public and published on the academy websites. The Part B minutes would remain confidential to Trustees and Governors.	
19	Confidential Matters Members of academy staff, with the exception of the Heathfield Academy Head Teachers, withdrew from the meeting for the discussion of confidential staffing matters. (Recorded in Part B of the minutes).	
	Closing Remarks There being no further business for discussion, the Chair thanked everyone for attending and closed the meeting at 8.40pm.	

--	--	--

Action List

Agenda Item	Action	Lead
5	Ask Trustees to ratify Associate Parent Governor appointment via email	Clerk
9	Liaise with Head Teachers to schedule governor monitoring visits for the spring and summer terms	All governors
9	Recirculate key academy dates	Head Teachers
11	Attend STEP Governor Safeguarding training on 20 th February	

Signed as an accurate record of the meeting	
Chair's signature	
Chair's Name	
Date	