

St. James Emmanuel Academy Trust
Directors/Governing Body Meeting
Wednesday 7th October 2015 at 7.30 p.m.

Present:

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| Catriona Arundale | FOUNDATION |
| Simon Ball | STAFF (T) |
| Andrew Ballantyne | FOUNDATION (P) |
| Sylvia Bradley | FOUNDATION (MDBE) |
| Nick Bundock | FOUNDATION (ex-officio) |
| David Finch | FOUNDATION |
| Paul Good | CHAIR OF GOVERNORS |
| Peter Horgan | FOUNDATION, ELECTED PARENT |
| Matt Whitehead | STAFF (HT) |
| Mark Vermes | FOUNDATION |

In attendance:

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| Ben Edson | Associate Rector SJE |
| Kathy Crotty | Clerk |
| Lisa (Lijie) Cui | (Community Governor for WDCE) |

Apologies:

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| Helen Stallard | FOUNDATION |
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Absent:

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| Mike McClean | LOCAL AUTHORITY |
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| <p>1. Welcome & Introductions</p> <p>Governors were welcomed to the meeting. The Chair introduced Ben Edson as a Trust Member and Lisa Cui who was joining as a Governor for WDCE. The Chair invited Ben Edson to open the meeting with a prayer.</p> | |
| <p>2. Apologies for absence</p> <p>Apologies were received from Helen Stallard.</p> | |
| <p>3. Election of Chair and Vice Chair</p> <p>The Clerk had received nominations for Paul Good for the role of Chair of Directors. Matt Whitehead took the chair and Directors unanimously elected Paul Good as Chair of the Academy Trust. Paul Good resumed the chair and sought nominations for Vice Chair. The clerk had received nominations for Andrew Ballantyne for Vice Chair of the trust. Directors unanimously elected Andrew Ballantyne for Vice Chair of the Academy Trust.</p> | |
| <p>4. Declaration of business / pecuniary interests</p> <p>There were no declarations of pecuniary / non pecuniary interests.</p> | |
| <p>5. Urgent item of AOB</p> <p>There were no urgent items of AOB</p> | |
| <p>6. Governing Body Housekeeping</p> <p>Declaration of Pecuniary Interest</p> <p>8 Directors completed the relevant register of pecuniary and non pecuniary interests and the meeting register.</p> | <p>Pecuniary interest declaration forms needed from: Paul Good; Simon Ball; Hannah Large; David Finch Michael McLean;</p> |

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| <p>Confirmation of Eligibility 10 Directors completed the confirmation of Eligibility form.</p> <p>Code of conduct - each governor to complete form 10 Directors complete the code of conduct agreement</p> <p>Instrument of Governance (IoG) Governors approved the IoG when the submission went to the DfE for academisation and this was agreed with the Diocese. The Membership of the Trust, is similar to when it was when an aided school. The Trust Members are: the Incumbent of the parish of St James & Emmanuel (SJE) Rev. Nick Bundock ; a representative from the Parochial Church Council, Ben Edson; and a nominee from the Diocesan Board of Education, Sylvia Bradley. The Chair explained the Trust Membership may need to increase. At the moment two Trust Members serve on the Board of Directors and one of them is independent of the Board. The Members are responsible for the appointment of the Foundation Directors; there is a protocol for the appointments. A copy of the IoG is kept in the school and will be put on the website.</p> <p>Skills Audit The skills audit was completed as part of academy conversion it was agreed it need not be redone, unless a director indicated there had been have a significant change in her/his skill set.</p> <p>Committee membership and named governors The Board of Directors agreed to maintain the two main committees; Finance and Resources Committee and Curriculum and Environment Committee. Governors were asked if they want to remain on the same committees or change. Governors agreed to remain on the same committees. C & E group has had some resignations it was agreed Lisa Cui would join this group and also the parent from WDCE when elected.</p> <p>Directors discussed the composition of the other committees particularly Pay and Grievance & Discipline. The chair suggested and Directors agreed they would make ad hoc arrangements if this was required depending on work time availability. Governing body would be divided to ensure there are governors available for hearings and for appeals. It was explained also that there are named governors/ Directors who follow specific classes throughout the school and some named governors/ Directors also have special responsibilities.</p> <p>Directors asked about the membership of the audit committee. Directors agreed this will be discussed at the meeting of the Finance and Resources Committee.</p> <p>Directors asked if the Trust needed three reception governors/ Directors to cover both DCE and WDCE Directors agreed to ask the new parent Director to fulfil that role together with Lisa Cui at WDCE. The following link governor/Directors were reaffirmed for DCE.</p> | <p>Helen Stallard H. Stallard & P. Horgan to complete the Eligibility form</p> <p>A. Ballantyne & H. Stallard to complete the code of conduct document</p> <p>MW: IoG to be put on the website</p> <p>Clerk to ensure Lisa Cui invited to C&E committee meetings including 13.10.15</p> |
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| <ul style="list-style-type: none"> • David Finch for the Nursery class • Sylvia Bradley Reception • Cat Arundale Yr 1 • Helen Stallard yr 2 • Andrew Ballantyne Yr 3 • Pete Horgan Yr 4 • Mark Vermes Yr 5 • Nick Bundock Yr 6 <p>The following named governors/ Directors were agreed.</p> <ul style="list-style-type: none"> • Nick Bundock - SEND • Cat Arundale - Safeguarding <p>Paul Good – Health & Safety</p> <p>Governors asked where the forthcoming meetings were to be held.</p> <p>Directors agreed all meetings would be held at Didsbury CofE until the spring term.</p> | <p>Clerk to send register and dates of meetings to MW for the website. asap</p> |
| <p>7. Minutes of last meetings (FGB 24.06.15 and EGM 02.09.15) and matters arising</p> <p>The minutes of the FGB 24.06.15 were amended to reflect Paul Good was in attendance and David Finch and Peter Horgan were not in attendance.</p> <p>The amended minutes were passed as a true and accurate record.</p> <p><u>Matters arising from FGB meeting of 24.06.15</u></p> <ul style="list-style-type: none"> • Pay policy needs to be on the 9th December 2015 FGB agenda (one item was discussed at the emergency meeting). • The meeting with Ofsted on the 3rd July 2015 about readiness for opening at a MAT was reported to Directors. It was at this point the Board had found that documentation needed to reflect new requirements regarding safeguarding and the requirement for schools to explicitly promote British Values. These issues were resolved and the Board received positive feedback from the Inspector. • Directors were advised to ensure they had read the many policies on the website which were on the agenda at the curriculum meeting for review on Tuesday 13th October 2015 at 3.30pm. • The Headteacher reported on the action points from the 24.06.15 meeting and reported he had thanked the children for their work on the school council. • The School Improvement Plan has been circulated to Directors. • Information on assessment, the management of assessment and teaching was circulated and this will be looked at again. The Headteacher reported that if anyone wants further information he can send out further data. The teaching observed was all good and outstanding. <p>Minutes of the EGM 02.06.15</p> <p>There was one correction identified on Page 2. West Didsbury should read Didsbury.</p> <p>The amended minutes were passed as a true and accurate record.</p> <p><u>Matters arising from EGM meeting of 02.09.15</u></p> <p>Ofsted have contacted the school to say the first Ofsted is expected</p> | <p>C& E committee members to ensure they have read the policies in advance of the meeting 13.10.15</p> <p>MW to send our data on management of teaching and assessment if requested</p> |

sometime in the third year of opening. The Headteacher explained the new process regarding the expected timetable of the inspection of free schools.

8. Headteacher's report, including

Analysis of 2014/15 data

- Simon Ball the Deputy Head produced the report for directors. A written report had been circulated previously and questions were invited. He explained staffing is now split into two covering the two schools. There have been some changes in the staffing and all have settled in well.
- Mrs McNamara has joined the staff to teach in Yr 3.
- The school is one more than full as of October 2015. There are 237 pupils on roll following appeals. There is only one place; in Yr 6 where there are currently 29 pupils.
- There was one incident to report which was defined as a racist incident. On investigation the issues was deemed not to be racist. This directly gave a link to a disability and equality issue reported. Both were fully investigated and notes made. The school investigation has deemed these incidents not to be racist.
- The Deputy Head reported that in relation to safeguarding there are three issues to note. This is taking an increasing amount of time working closely with social services and hosting the meetings at the school.
- Mobility is an issue, seven pupils have left the school and new pupils have joined. Occasionally mobility means children arrive at a lower level of attainment than the peer group they join.
- For WDCE two new teaching staff have been employed. Mrs Craven from DCE was appointed as a TA, together with a new TA. The report circulated containing information on pupil numbers for WDCE is now out of date as the pupil numbers are increasing. The school opened with 37 pupils and now there are 43. Six new pupils have arrived in over a month. The Headteacher reported this was tremendous news even though there were only 40 pupils at census date. The next census date is January. The Headteacher is pushing this issue with DfE. It was felt that word is spreading and congratulations were given to Mrs. Large and the staff for making the opening of the school so successful. There are no subject leader roles as this is not appropriate yet. The EYFS covers all aspects of the curriculum but from next year the curriculum role will be shared across to include support for EYFS.
- The KS2 was discussed with Directors and the school leadership team were pleased with the data and reported the data is excellent with a high level of attainment. All scores were given to Directors along with comparison with scores from 2013/14 as the 14/15 data is not yet collated. The school leaders together with a Director met with the LA Quality Assurance Officer and undertook a detailed analysis of the information. The meeting indicated the 2016 higher expectation for national curriculum tests in Yr2 & Yr6 will be challenging for staff and pupils
- The figures for KS1 were presented and it was explained the figures are not accurate. The Deputy Head believed the wrong figure of eligible children has been inputted into the data by the

LA. The % figure for the boy's should be 100%. The correct figures were given to the LA but this official form from the LA has made a mistake. Directors were asked to ignore this sheet. It was reported to Directors that Jean Ruanne (QA) has pushed the school hard and had very few questions for the school as the data is good. The school has been challenged mainly on narrowing the gap of PP (Pupil Premium) pupils.

- The EYFS profile is good. 94% achieved the expected or exceeded levels of attainment. One disappointing result was in maths where only 71% of pupils attained the expected grade. The leadership team have had a good look at this and think this reflects firstly the numbers the children had to learn increased from 1-20 not 1-10 as in previous years; and secondly within that group there was a high number of summer birthdays and these were very young pupils taking these assessments.
- The SLT feel the school standard of attaining a level is robust. The reception teacher felt the pupils were not ready for the level. Support and interventions are continuing for this group of children and the expectation is that this will improve.
- In the combined scores of Reading Writing and Maths (RWM) at KS2 the attainment was 97%.
- The targets for 2016 are 80% for KS1 And 83% for KS2. It was reported that this seems low, but the expectation of the assessments are much higher. These targets are for the new higher level tests and there is limited exemplary material on the government's web site. With less than a year from the new assessments, teachers do not know what the test or pass marks will be. The school has critically looked at these two year groups and which have some SEND pupils who may be challenged by the tests. The expectation is the school may improve on these figures next year but not significantly.

Directors asked does this reflect a shift backward of exams back to norm referencing to criterion referencing.

- The Deputy Head answered that the thresholds vary so are being norm referenced, but it is not clear the barriers are absolute. It is all unknown at this moment in time.

Directors pointed out this cohort have only had this curriculum for one year.

- The Headteacher reported that this current Yr6 has a high level of additional need and these pupils were 'average' at KS1. If they exceed the national average this time in line with our targets that will be a good achievement. It was explained to Directors that the school does lose high achievers in years 4 & 5 to the private schools sector

Directors asked as the system is in flux, is there any ability to use contacts such as George Lloyd at the DfE to find out ahead of time rather than wait for deadlines?

- The reply given was the government makes headline statements and the detail has to follow even though the deadlines slip.

Directors asked going forward what do we do for the summer born younger children?

Summer birthdays are highlighted for the Headteacher. Last year there

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| <p>were only six such pupils and overall scored less than their class peers as a whole. Interventions do occur. The highest achieving pupil in the whole school last year was a summer birthday, so this is not an automatic process. This issue is monitored to narrow the gap, and this is an ongoing policy throughout the school. Sometimes a child might miss one collective worship in a week for support work and adults might take a group for interventions. This is done throughout the year and throughout the school and this is performance managed by the senior leadership team. The Headteacher explained the school has a high proportion of TA's who are used for intervention work.</p> <p>Academy Improvement Plan (agenda item 10)</p> <ul style="list-style-type: none"> This report was circulated to directors in advance of the meeting. The Deputy Head went through the report explaining the new areas in the new Ofsted inspection areas. The progress made towards targets in 2014/15 was included in the report. The chair explained that the inspection school grading is defined by the lowest category attained. (The lowest grade in any category becomes the grade for the school). <p>Simon Ball (Deputy Head) was thanked for his comprehensive report and the clarifications to questions.</p> <p>The school Improvement Plan was reviewed and approved by Directors.</p> <p>Period 6 Budget Monitoring (if available)</p> <ul style="list-style-type: none"> This has now become the 'GAG' (General Annual Grant Statement) The Headteacher is working with the Budget Office at the moment. The school will receive slightly more money than previously. The school is currently trying to co-ordinate the separate funding streams from the DfE; PP which comes from the LA; and EYFS money which comes from the LA. All of this will be ready for the Resources Committee. Slightly more than budgeted for as the budget has not been top sliced by the LA. The two audited reports previously given to directors for questions have now both been audited. <p>Directors asked if the school had any thoughts on using the money in the governor's account.</p> <ul style="list-style-type: none"> The Headteacher reported there was money left over from roof project, and the Head is working with Diocese to use this money to remodel the entrance to improve safeguarding. The school need the entrance to be more visible to office staff. The school has had quotes of between £45K and £50K and the 10% contribution can come from the governor's fund. | <p>MW: All finance information to be ready for the Resource Management Committee meeting on 22.10.15</p> |
| <p>9. Committee Reports</p> <ul style="list-style-type: none"> There were no committee reports as the committees have not yet started their meeting cycle. | |
| <p>10. Academy Improvement Plan</p> <ul style="list-style-type: none"> See Leadership report agenda item 8 | |
| <p>11. Finance, premises, personnel Referred to the Resources Management Committee 22.10.15</p> | |
| <p>12. Decision on the Sponsorship of St Wilfrid's</p> | |

- The chair has circulated in advance of the meeting a summary report following on from the EGM. He updated Directors about the meeting with the LA to discuss the capacity of this MAT and the expertise of the Diocese.
- The chair explained the Trust Headteacher is currently responsible for the two schools in the MAT and would not deal with operational issues at St. Wilfrid's if the sponsorship was agreed. The role of the MAT would be to provide a structure and support for St. Wilfrid's own Local Governing Body (LGB) to enable them to improve themselves. It would need a good Headteacher to lead the school and Matt Whitehead would act as an advisor and could offer support. The chair was reassured that all questions Directors had previously asked was now answered. This briefing paper highlighted up the pro's and con's of moving in this direction if this is what the current SJE MAT wanted.

Directors asked if St. Wilfrids does not turn itself around with SJE Trust support, where does the accountability sit. Did it rest with the Executive Headteacher or this GB.

- The Chair felt this was difficult to know as DfE does not really know. With a maintained school there is a clear process of an Executive Board being charged with turning a school around and becoming an academy. Now the political thinking is to look for stronger governance. It is not about a strong leader, but strong governance. The governance ensures the leadership is effective. Good governance involves a good chain of command and asking the right questions. Governors / Directors need to make hard decisions and appoint the right person as the Headteacher and if this does not work then governors / Directors must change the leadership. When schools are part of the LA this was seen to be a more difficult process. As far as St. Wilfrids was concerned the LA has changed the leadership on an interim basis.

Directors asked who is the present interim head of St. Wilfrids

- Directors reported the current head is seconded from another MAT, which is not CofE. The new Head is highly regarded and is already making an impact. The Headteacher of SJE felt the issues were the results of previous management and the school has a lot of positives and is fundamentally sound. It was explained this Trust Board would be expected to oversee improvements. The first job would be to create a strong LGB from the local community to ensure ownership. Secondly they need to appoint a new permanent Headteacher. The view was expressed that St. Wilfrids does not need a new head to come in with a "right way" of doing this but is sympathetic to the requirements and guidance of the Trust. The governance structure and mentoring for the new Headteacher would ensure the core values remained.

Directors asked if the chair had had any contact with the church

- The chair answered no as currently this MAT has not made a decision and an approach would be inappropriate, but if the decision is yes the dialogue will then start. An initial visit was made to the school to find out about the school issues and the quality of leadership. It was clarified for Directors that Matt Whitehead would remain focused on Didsbury CofE and WDCE.

Directors asked about the interim head being in post only until

October

- It was reported this has been Extended to December 2015. The earliest it can be filled is April 2016.

Directors asked what happens in the interim

- It was explained there are some leaders in the school who could manage such as the deputy head who is currently in post. The MAT leadership felt positive about supporting this deputy head. Also the Professional Advisors from LA can help. It might be that the school can take an experienced deputy head from another school. These other options cannot be explored until a decision is made by this body.
- Directors expressed the view that the head appointment should not be made by the interim board.

Directors asked again what was needed from this Trust

- The answer given was St. Wilfrid's will need a lot of support so it doesn't slip back, it has improved since September. The partners feel the three strands of SJE; the Diocese and the LA would all support the school until new leader was in post and a new Governance structure was secured. Sometimes new appointees can be released from contract early but this cannot be known in advance.

Directors asked if there would be additional funds to support the expanded trust and would it be enough.

- It was explained the additional funding would be sufficient and would be enough to help the school to buy in professional advice etc. It might be used to pay for cover staff, or for specialist curriculum support such as EYFS support. EYFS was an issue where Ofsted would expect immediate improvement.

Directors asked would there be potential funding for transitional arrangements. Would this place a burden on this trust?

- It was explained that there would be financial benefits as there are greater economies of scale and better deployment of staff. Extra funding would be available to support interim measures and ongoing measures.
- The Headteacher clearly expressed the view that he felt comfortable with the new proposals even though there are still some unanswered questions. He felt a good appointment of head and good governance would mean the school could come out of special measures. The directors needed to decide to take this on as there would be more meetings and a bigger commitment.

Directors asked about the impact of this decision on the finances of the trust.

- It was explained this would put the trust finances in a stronger position in the future.

Directors expressed the view they were relieved to hear the Headteacher's views as this was a concern at the last EGM.

- It was suggested a core group of directors, with appropriate skills, would be needed to take this forward.
- A Director reminded the meeting he was vocally against this sponsorship previously, and has reflected and was surprised at the views of the meeting. The view was expressed that this is not

light touch and still needs much work to do. The Director was not reassured and he highlighted how this involves significant work. The Directors of this Trust containing two schools are still learning how to grow and maintain excellence.

- Concerns and challenges were expressed about the amount of time spent especially in the next term, but other governors felt the school is not fundamentally problematic and there are lots of positives. The concerns were fully debated and explored.
- Other directors felt the current governance structure is progressing well and felt it wasn't more people doing more, but existing directors working more effectively and bringing in more people. Directors expressed the view that there was a Christian feel driving this for the right reasons. There is a strong community who want this school to achieve.
- The Chair was supportive of the proposal because he felt this MAT could give the scaffolding, support and direction.

Directors asked if we do not progress after the 1st April 2016 with St. Wilfrids being part of the MAT how can we influence the appointment of the head.

- This issue was debated and it was made clear the MAT needs to give a decision tomorrow (usually want 48 hrs and this group been given a month).

Directors questioned whether the MAT can be involved in the appointment, agree to sponsor St. Wilfrids and then pull back from the school joining the MAT.

- This was debated and it was felt that 'yes' this body can help with the appointment but if the impact is onerous on this MAT or the Headteacher's time then yes, the MAT can agree not to expand. Directors were not convinced of this, but were guided by the Headteacher and with his endorsement this proposal has their support.
- The Headteacher explained that St. Wilfrids will have to go through an academisation process and it would be unfair to start this and not complete it. WDCE is not the unknown it was previously, all the building meetings of last year will not be needed this year. There are some key appointments, two teachers and other personnel for WDCE scheduled for later in the year. Didsbury CofE has a deputy who now has three days non-contact time which eases the pressure on the Headteacher. The Headteacher confirmed he will still be based at Didsbury CofE.
- Parental perception was raised and is regarded as important, but it was felt change within stability is manageable.
- The IEB (Interim Executive Board) would work with Headteacher and key directors from this body. The Diocese is keen for this MAT to work with St. Wilfrids.

Directors asked to what extent would the staff in this school be involved in monitoring at St. Wilfreds

- It was explained there is a potential role and this would be a professional decision. This might create career enhancement and development for some staff and this might retain staff within the trust, but this is unknown. Internal monitoring such as work

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| <p>scrutiny, checking marking in books etc, across three schools becomes healthier and effective and does not involve more work for staff. Moderation in a small school is actually harder so meeting with teachers in other schools is useful.</p> <ul style="list-style-type: none"> • These three schools are neighbouring schools is this is better than some MAT's where the geographical spread is much larger. This is a cohesive model of neighbouring parishes and schools and there is potential for enabling joint insets and training. • Some MAT's have a Chief Executive; a Board of Directors and a personnel section so they are effectively a 'mini LA'. This proposal is matching the MAT to the needs of the schools. This is why the Diocese is supportive of this proposal for this MAT to take St. Wilfrid's. <p>Directors asked if the decision to sponsor St. Wilfrids needs to be unanimous.</p> <ul style="list-style-type: none"> • The chair explained a vote can be taken for the majority view. <p>The chair formally proposed 'The directors of St James and Emmanuel Academy Trust are in favour of proceeding with the sponsorship of St. Wilfrids Church of England Primary School, Northenden, in the Manchester Diocese. This proposal was seconded by Mark Vermes</p> <p>Those in Favour: 9 Those against 1 Abstention 0</p> <p><i>(11 voting members present with voting rights)</i></p> | <p>Trust representatives to inform the relevant bodies of the decision and to progress the sponsorship</p> |
| <p>13. Correspondence</p> <p>The chair had received notification of a retirement by letter from Mrs Shirley Shaw who has given the school 33 years of service.</p> <p>The Directors agreed to reject the leaving date from 18th December 2015 and agree the leaving date from 31st December 2015 to ensure correct length of service.</p> <p>It was formally noted this staff member will be difficult to replace. She has led the swimming provision in the school and supported the choir for many years. Mrs Shaw is an enthusiastic staff member who goes well beyond the normal parameters expected.</p> <p>Directors formally recorded their thanks and gratitude for Mrs Shaws many years of dedicated service to the school.</p> | <p>Chair to write to Mrs Shirley of the agreed leaving date. School to arrange suitable retirement present.</p> |
| <p>14. Dates of future meetings</p> <ul style="list-style-type: none"> • Wednesday 9th December 2015 at 7.30 p.m. • Wednesday 23rd March 2016 at 7.30 p.m. • Wednesday 13th July 2016 at 7.30 p.m. | |
| <p>15. The closing prayer was led by Nick Bundock</p> | |

Signed.....Date.....
Mr Paul Good (Chair)

Meeting closed at 9.45pm