



Present:	Tracy Penfold (Chair)	Trustee
	Phil Grundy	Principal
	Ginette Hogan	Trustee
	Christina Proffitt	Trustee
	Andy Sikora	Trustee
	Sophie Boyack	Trustee
	Claudine Crossley	Trustee
	Richard Palmer	Trustee
	Dave Brown	Trustee

Also in Attendance: Tom Capewell and Nick Hyde (Deputy Principals)
Tim Morris Company Secretary/Secretary to the Board
Summaya Aziz (Chief Finance Officer)
Sue Gill (Clerk to the Trustees)

Action summary:

5.6	Summaya Aziz to send information to Trustees re. the hardship fund.
14	Safeguarding link visit to be arranged before end of academic year.

1. Welcome and Apologies for absence

- 1.1 Trustees were welcomed to the meeting.
- 1.2 Apologies were received and accepted from Alan Benton
- 1.3 Quorum
The meeting was quorate with eight Trustees and the Principal present.

2. Declaration of interest

- 2.1 Trustees to declare any interests they have in any of the following agenda items
Trustees had nothing to declare in relation to the agenda items.
- 2.2 Standing declarations
Tracy Penfold - Chair of Governors Edinburgh Primary School and Governor of the Opossum Federation.
Claudine Crossley - Governor at Churchfields Primary School

3. Minutes

- 3.1 Trustees received the minutes of the meeting held on 18 March 2021 and agreed these to be an accurate record of the meeting. The Chair of the Trustees will sign a copy of the minutes and these will be retained by the school for filing.
- 3.2 There were no matters arising as the minutes had been approved at a previous meeting.

4. Reports from Committees

- 4.1 **Academy Effectiveness – 20 May 2021**
Sophie Boyack highlighted the following:
- The committee received a presentation on TAGS and the challenging task on quality assurance. The school was moving in the right direction.

- Cally Halkes gave a presentation on students' isolating post lockdown and self-testing.
- The committee received an update on staffing appointments and also discussed student exclusion panels

4.2 **Resources – 1 July 2021**

Tracy Penfold highlighted the following:

- The committee was informed of the CIF work currently being undertaken (fire safety work in the north block) and the two submitted last year (heating works and emergency lighting totalling £545,000). Thanks were extended to Richard Palmer for his work on the bids.
- The 2021-2022 budget and three-year budget plan was also discussed.

5. **Budget 2021-2022**

5.1 Trustees were asked to approve the combined budget returns for 2021-2022 and the three-year budget forecast. The projected revenue income was £10,357,970, the revenue expenditure was projected to be the same figure. This included monies that will be used for capital works including the CIF contribution. It was noted that the DFC income was projected to be £30,916 again. It was proposed to set up a balanced budget for 2021-2022. Thanks was extended to Jacob Adeshina and Summaya Aziz for their work on the budget.

5.2 Summaya Aziz advised Trustees that there was a thorough discussion at the last Resources Committee meeting. They had discussed the setting the contingency of £185,000. The school was in a rare position showing where they were showing a surplus.

Q1: Is it worth just giving a broader context of this?

A1: For the first time, the school is in a position of having a surplus. This has been allocated to areas of the budget to provide certain levels of contingency. These will be monitored during the course of the year.

Q2: Re. the public sector pay freeze, was there a reason not to build a pay rise into the budget?

A2: Historically have drawn on reserves as a way of funding the pay rises of teaching and support staff. It is one of the main contributions as to why the school is showing a surplus.

5.3 Trustees were reminded that student numbers drove the budget allocation (GAG/6th form funding). Regarding the contingency, it was suggested that it would be prudent to put some money aside. It was noted that there were long term sickness absence and paternity leaves that will be taking place in the next year. Re. staffing, it was noted that the school might have to pay a higher finder's fee to find a teacher immediately. This was not factored into the budget. The budget was looking positive.

Q: How was the sixth form looking?

A: There wasn't an open evening in the same way the school normally has. The sixth formers came in for a day, the numbers in attendance was very pleasing. The school could potentially have the largest sixth form it has ever had.

5.4 A question was asked about the summer school. This will be discussed later in the meeting.

- 5.5 Trustees formally approved the budget for 2021-2022 and the three-year budget forecast. They also approved £82,550 being funded from the school reserves and the contribution to the sixth form and a further £50,854, towards the five-year loan.
- 5.6 Trustees were asked to note the third quarter report, which was up to the end of May 2021. The narrative will be amended re. payments from parents. It was prudent for the school to monitor parental debts and have caps on them. This would be followed up with the families with sensitivity and discretion (if the issue was financial hardship). It was important that the numbers were checked. Summaya Aziz will provide information on the figures to Trustees at a future meeting.
Action: Summaya Aziz to send information to Trustees.

6. Internal Audit report 2021

Trustees were asked to note the findings and the management comments from the internal audit reports carried out in March and May 2021. The findings and actions were entered onto the audit tracker spreadsheet. Further explanation will be provided to the Audit Committee, who had the responsibility for chasing through actions.

7. Risk Register and Business Continuity Plan

- 7.1 Trustees were asked to approve the current Risk Register and Business Continuity Plan. The Risk Register will be updated following any further DfE announcements issued during the summer.

- 7.2 Trustees approved the Risk Register and Business Continuity Plan.

8. Audit Committee

- 8.1 Trustees were asked to approve that the scheduled delegation be amended to remove the audit responsibility from the Resources Committee and form a separate Audit Committee, and to incorporate the Estate Management Committee into the Resources committee. There was a separation from Tracy Penfold being the Chair of the Resources Committee. No school-based Trustees are able to be members of the Audit Committee to comply with the AFH 20.

- 8.2 Trustees approved the amendments above.

Summaya Aziz left the meeting at this point.

9. School priorities

- 9.1 The document showed year group development plans and individual performance management targets. The school will consult with the Trustees as they have done in previous years and with the wider staff. The senior management team created the document and identified the most important aspects the school needs to focus upon in the next year.

Q: What are the key things that needs to be the focus in the next year?

A: As a leadership team, a lot of time has been spent discussing this and we are keen to share this with the Trustees for them to have a sense of it. The priorities will be shared with all the middle leaders

- 9.2 Trustees were urged to have a look at the document and suggest any amendments over the summer in time for the INSET day in September 2021.

- 9.3 During the INSET day, department development plans will be looked at along with personal performance management targets. All schools were desperate to get back to focussing on teaching and learning following the challenges of the last 18 months.

What the students were learning and how the school was teaching them, made it more effective on how to do things well. The Ofsted categories were noted.

9.4 It was important that students acted on the feedback that they received. This had been going on during the year. Twilight training sessions for staff had been difficult to manage. Despite all the challenges, the school had made great strides.

9.5 Reference was made to the Marking Assessment policy and how it will be adapted and used by each department and feedback will be given to students. It was questioned how this would be measured; it was thought that measurement would come through the department action plans. A part of this will also be linked with teachers' performance management targets.

Q: What was the one thing that pulled all of these things together and had that been summarised?

A: Apart from the department action plans and bullet points, measurements could also be via data and observation. Updates will be given to Trustees.

10. Teacher Assessment Grades (TAGs)

10.1 It was noted that each page of the 45-page document was annotated. It was suggested that Trustees needed some time together to look through this document in detail. Parts were discussed at the last meeting, but it was an opportunity for Trustees to receive an update and note where the TAGs were now at.

10.2 A document was presented which demonstrated the process by which the school checked and challenged the TAGs. The document allowed them to see the spread of grades from nine to one and compared them to the estimated grades that they would be expecting the students to get, based on their prior attainment.

10.3 The examination boards want to have results compared to years when examinations were taking place (pre Covid).

Q: Could the exam boards change the results?

A: In theory 16 July 2021 was the last day that the examination boards could ask for further information.

10.4 The examination boards had asked every school for information on at least two GCSE subjects. There were no known issues/changes in Waltham Forest and the school firmly believed that their data is accurate.

10.5 As discussed at a previous meeting, on results day, the individual scores will be available to students, so they know what contributed to their final figures. Heads of Departments and representatives from every department will be present to answer students' queries. Trustees were aware that students can appeal if they are unhappy. Trustees noted the appeals process. The Head of Departments will manage this a week after the results are known (priority appeals). Priority appeals were for those students who have got a temporary university place. Trustees noted the concerns about issues to attend their first-choice university places.

10.6 The months of October and November might be the last year of examination retakes. There was a huge uptake last year

Q: When does the appeals process conclude?

A: December was the final deadline.

Nick Hyde was thanked for his presentation.

11. KS3, year 10 and year 12 Progress Data

- 11.1 Documentation (version 2) was produced earlier in the day. This was not yet the final version. Trustees received the analysis (estimated grades of Year 10). Information was very current with estimated grades that teachers assessed that the students would get.
- 11.2 Attention was drawn to the individual subjects and the TAGs and CAGs. As discussed earlier the TAGs and CAGs were elevated. It could mean that the rest of the country will be doing more examinations so when the actual national data came in those are some of the schools that would come down because everyone had slightly increased.
- 11.3 Those students who were underachieving in two or more subjects were noted. Some will be repeating Year 12.
- 11.4 It was questioned whether the curriculum prepared students well. Unless the school was doing some form of external assessment, it was difficult to say. Teachers carried out observations and tracking. Observations were part of the school development priorities and staff were learning this through self-review observations. This will be made more of a priority in the next academic year.
- 11.5 The Chair expressed thanks for the data, she felt it necessary to bring it to a meeting before the end of the academic year. It gave a starting point where the school was currently at. This will be looked at in September for all the relevant year groups.

12. Summer School

- 12.1 The Principal give an update on the proposed summer school for transitioning Year 6s into Year 7. A brief summary paper was put together for Trustees. Central government was funding schools to host summer schools. This was looked at as a school as to how best this could be delivered. Funding will only be given for those students who had indicated that they will be attending. The school could have chosen for an external company to run the summer school but decided to run it themselves. Staff were asked if they would be willing to be involved considering the challenging year that they had gone through. They were positive in their responses. Staff would be paid for working at the summer school.
- 12.2 Funding will be received in next year's budget. The additional funding will not only be used to pay staff, but there should be sufficient funds to spend on resources, which could be used within the school once the summer school had ceased. This has been built into the budget. The summer school programme will cater for 150 students. There will be four sessions during the day, covering a spread of subjects, as well as practical activities.
- 12.3 The Principal was asked to thank those staff who will be participating in the summer school.

13. Company Secretary's Report

- 13.1 Trustees were asked to note the contents of the report and ask any questions on areas they wished to consider further. It was noted that it was hard to make comparisons against previous academic years on areas like student exclusion and inclusion and staff mobility.

- 13.2 Thinking back to a previous meeting when staffing numbers were questioned there had been one other change with the resignation of the Media Studies teacher. A replacement has been appointed.
- 13.3 Ending the year, it was acknowledged that staff and in particular new teachers had limited training opportunities during covid. In the first two years at the school the first year was hugely decimated.
- 14. Safeguarding Visit**
A safeguarding visit with James will be held in the next week to find out what has happened over the last term.
Action: Safeguarding link to be arranged.
- 15. Governor Services SLA**
Trustees discussed the quality of the bespoke package, in particular the minutes. It was noted that Trustees could undertake training online and in person.
- 16. Teachers' Performance Review**
Trustees noted that the reviews will be conducted during the first half of the autumn term. The trust is currently looking for a new external adviser.
- 17. Policies**
- 17.1 Behaviour**
- 17.1.1 Based on a meeting held a couple of weeks ago, a small number of Trustees presented the school with their concerns about the Behaviour Policy. The policy is considered fit for purpose it needs to be reviewed to make it reader friendly. The policy was last reviewed in March 2021.
- 17.1.2 It was questioned whether the policy was particularly accessible to parents and students. The 20-21 page document did exactly what was expected of a policy. The issue about permanent exclusion was towards the end of the document. The experience of Trustees on a recent exclusion panel was that parents and students were not necessarily aware of what was in the policy and agreed that it should be made more accessible to them. The types of behaviour that led to exclusions should be highlighted. There should not be any surprises, it was for the benefit of the families that the school served, but also for the Trustees own benefit to be able to say they had done everything they could to make the policy accessible to parents and students in a readable format.
- 17.1.3 Outside of the meeting the Trustees had a general discussion about the policy and put together a summary consisting of 8 – 9 bullet points. The document would go through the policy section by section within the bullet points. Attention was drawn to section 5 – sanctions and exclusions and how students were punished. They needed to know what kind of behaviour constituted permanent exclusion i.e. bringing offensive weapons and illegal drugs into school.
- 17.1.4 Trustees questioned how the school communicated the policy to parents and students. This was done via assemblies and covered in PHSE lessons. It was suggested that something be uploaded onto the school website that highlighted what behaviour warranted permanent exclusion.
- Q: How could the school continue to safeguard students?**
A: The biggest issue was to ensure that parents and students were aware of the consequence of serious breaches of the Behaviour Policy

17.2 Health and Safety

Health and Safety is part of the Resources Committee remit. It will recommend points of action for approval. Trustees supported the Resources Committee covering Health and Safety matters.

17.3 Trustees approved the above policies. The policies will be signed and dated by the Chair.

18. Dates of future meetings

18.1 The meeting dates will be sent to Trustees by the school. It was noted that the Resources Committee meetings will be held each half term in the morning and Academy Effectiveness will be held each half term prior to the Trust Board meetings in the evening. This would help to improve the time when items are brought to the Trust Board. Academy Effectiveness Committee meetings were driven by the data drops scheduled throughout the year.

Autumn 2021	
Trust Board/Academy Effectiveness Committee	30 September 2021 at 5.30pm
Resources Committee	7 October 2021 at 9.15am
Resources Committee	25 November 2021 at 9.15am
AGM/Trust Board/Academy Effectiveness Committee	9 December 2021 at 5.30pm
Spring 2022	
Resources Committee	27 January 2022 at 9.15am
Trust Board/Academy Effectiveness Committee	10 February 2022 at 5.30pm
Resources Committee	10 March 2022 at 9.15am
Trust Board/Academy Effectiveness Committee	31 March 2022 at 5.30pm
Resources Committee	
Summer 2022	
Resources Committee	5 May 2022 at 9.15am
Trust Board/Academy Effectiveness Committee	12 May 2022 at 5.30pm
Resources Committee	30 June 2022 at 9.15am
Trust Board/Academy Effectiveness Committee	19 July or 21 July 2022 at 5.30pm

Action: Company Secretary to send meeting dates to Trustees

18.2 It was agreed to hold another training morning, possibly a Saturday morning. A meeting with some members of the Student Council could also take place on the same date.

The meeting closed at 7.50pm.

Chair: (print)

..... (sign)

Date: