



## MINUTES OF THE FULL ACADEMY BOARD MEETING – Tuesday 19 June 2018 at 6.00pm

All SLT were present prior to the commencement of the full board meeting to pay their thanks to Sue for her long service to Huish Episcopi Academy since 1995 in her role as Governor and then Chair of the Academy Board.

Attending Directors:

Mrs C Ahmed	Mrs S Baker	Mr R Clark
Mr R Foster	Mrs S Harris (Vice Chair)	Ms L Robson
Mr C Wade (Principal)	Mr C Wall	Mrs S Wright (Chair)

Also present: Miss Z Leach (Clerk) Mrs A Eastwood (Business Manager)  
 Mr R Vaughan (Vice Principal)  
 Mr A Woodward (Assistant Principal) Mrs J Hills (SENCO)

Apologies: Mr G Rumary Mr T Settle

Absent:

### ACTION

**1 a) APOLOGIES**

Apologies were received from Mr G Rumary, who has school production commitments and Mr A Settle who is unwell.

**Directors accepted the apologies.**

**b) DECLARATION OF BUSINESS INTERESTS**

No Declarations of Business Interests were received.

**2 SEN REVIEW**

The SENCO provided a verbal report following the changes to SEN funding implemented this year. The SENCO reported that in the main things had gone as anticipated and moderation had gone well. Only one application was unsuccessful and one application was banded higher following moderation. The SENCO informed the Board that she received a timetable in January setting out the transition timeline from funding bands to Educational Healthcare Plans. This is a three-year process which will start with children in care and then move through the bands.

In March the Academy received information on the level of funding for each band and unfortunately there will be no funding for band 1; this is due to the increased numbers of students now in the system. In comparison to last year there is a dip in the amount of money the Academy will receive. A Director asked whether it is a cut that the SENCO can cope with. The SENCO felt looking at the overall picture that it was. She was aware that a lot of year 7s were coming in with a high level of funding that would not be maintained.

A Director asked the SENCO whether she felt with hindsight that her judgments were accurate or perhaps too conservative. The SENCO felt that she was being conservative however the application that was raised was due to the increased level of evidence that became available at the point of submission in November.

A Director asked the SENCO whether she has to account for how the money is spent. The SENCO explained that when she completes next year's moderation she will need to fill out an annual review form detailing what support is in place and whether it is having any impact. Itemised figures however are not required. The SENCO confirmed that methods are in place to measure the effectiveness of systems.

The Directors thanked Mrs Hills for her work and commented that it sounded like she had adapted to the new system very well.

Mrs Hills and Mr Woodward left the meeting at 6.15pm

### 3 MINUTES AND MATTERS ARISING

#### Full Board – 12 March 2018

Checked for accuracy.

**Page 1 Item 16.** The Directors did meet with Caroline McKee during her last visit. **The minutes were agreed as accurate and signed.**

#### Action Sheet

**Item 1. Safeguarding Policy for Vulnerable Adults.** The Business Manager explained that when the swimming pool opens the Academy will have to submit this Policy to Sport England for approval. **The Business Manager will send the Policy out to all Directors.**

Business  
Manager  
Mrs Baker

**Item 5. Service Children Priority.** Mrs Baker is dealing with this point and will report back.

**Item 25. Take up of Free School Meals.** The analysis of take up of free school meals will be ongoing and assessed alongside the new catering provision.

**Item 27. Driving Licences.** The Business Manager confirmed that the Academy does ask staff members for copies of Driving Licences, Insurance documents and information on penalty points if transporting students in their own vehicles. This information is collated and passed to the Principal for authorisation. The Business Manager confirmed that staff members need to have business class insurance; if they do not already have this on their policy the Academy will cover the cost of adding this.

**Item 30. Safeguarding.** Mrs Baker, the safeguarding link Director, has met with Mr Merrick-Wren and reviewed procedures.

**Item 31. Leisure Centre Health and Safety Audit.** The Leisure Centre is now using the Academy health and safety advisors. An audit will take place once the pool is in operation. A Director asked whether the Academy was satisfied that it was receiving leisure specific advice. The Business Manager stated that it was and a review of the service will take place with the Leisure Board in a year's time.

#### Finance, Audit and Premises – 9 May 2018

There was a typing error on page 2 item 11 which had subsequently been picked up at the FAP meeting of 7 June 2018. Outturn for the Academy 2016 Financial Year. 'Mrs Eastwood explained that during the first years of Academy status the show...' should read 'the school'.

#### Finance, Audit and Premises – 7 June 2018

These minutes are not currently available.

#### Teaching and Learning – 22 May 2018

These minutes are not currently available.

### 4 PRINCIPAL'S PERFORMANCE MANAGEMENT PANEL.

The panel for the current year comprised Mrs Ahmed, Mrs Harris and Mrs Baker who confirmed that they were happy to continue for 2018/19. Ms Robson expressed an interest in standing aswell but was happy to stand aside and allow for continuity within the panel. This was agreed by the Board. Ms Robson's interest will be noted for future.

The Principal requested that his performance management take place in August, following results day, as this will enable him to set all of SLT's objectives within the first two weeks of September. The Principal agreed to email his August availability to the performance management panel.

Principal

### 5 BOARD MEMBERSHIP

Mrs Harris's term of office expires in September 2018.

Mrs Baker's term of office expires in November 2018.

Both Directors would like to be reinstated and left the room whilst the Directors voted.

Mrs Harris and Mrs Baker were both unanimously re-elected.

The Chair informed the Board that she was in receipt of an application to become a

Director. The Chair, Vice-Chair and Principal are scheduled to meet with the applicant on the 29<sup>th</sup> June. The Chair will write to the Board following this meeting.

Chair

The Principal informed the Board that he had received an expression of interest from a member of staff interested in becoming a Director. The Clerk will follow the procedures for recruiting staff Directors and agreed to contact all staff at the beginning of the Autumn term when new staff are in place.

Clerk

## **PART A ITEMS FOR DECISION.**

### **6 a) ANNUAL BUDGET 2018/19.**

Mr Foster confirmed that the Academy Budget for 2018/19 has been reviewed by the Finance, Audit and Premises Committee (FAP). The Academy will benefit from a £729k National Funding Formula increase and just over £323k estimated catering income based on bringing the provision in-house. The Business Manager reminded the Board that any increase in funding will be outstripped by increases in staffing costs. Mr Foster reported to the Full Board of a discussion at FAP around the level of reserves which has historically been kept at £300k as a contingency fund. Whilst the FAP agreed to continue with this level they were mindful of not reaching a point in the future of sitting on money and not investing in the fabric of the building.

A Director asked whether the FAP had any plans for a strategic five-year budget. Mr Foster explained that they had a five year estimated budget which was more of a spend plan based around investment needed in the maintenance of the building.

The budget was recommended by the FAP Committee for approval by the Full Board. The budget for 2018/19 was accepted by the Full Board.

### **b) TIMETABLE OF MEETINGS 2018/19**

A draft timetable of Directors' meetings for 2018/19 was circulated prior to the meeting. All dates were agreed by the Board.

### **c) CODE OF CONDUCT**

There were no changes to this document from the previous year. The Chair drew the Directors' attention to item 6, that all Directors are equal members of the Academy Board. **Copies of the document are to be signed and returned to the Clerk.**

### **d) GDPR**

The Business Manager shared a draft Data Protection Policy which outlined the structure for managing Data Protection within the Academy. The Policy was based on a template provided by the Local Authority. The Policy will include appendices containing the Privacy Notice and previous audits. A Director had a concern that there were no clear lines of responsibility between the Data Protection Officer and the Data Protection Lead. The Business Manager confirmed that she was comfortable in what she was being asked to do as Data Protection lead. The Data Protection Officer provides advice and guidance to the Academy and undertakes an independent audit. The Business Manager confirmed that his services are free for the first year. The only financial implications the Academy has incurred to date is the purchase of new GDPR compliant visitor and student sign in books for reception.

**The Directors approved the Policy subject to the appendices being included.**

### **e) CAPITAL PROJECTS**

The Board agreed with the spending on capital items as approved by FAP committee on 10 October 2017 and 9 May 2018 as per the document previously circulated.

A Director raised a query surrounding the recycling and disposal of old ICT equipment and the trade-off between extra years and extra cost. The Business Manager will investigate.

Business Manager

## **PART B - REPORTS TO NOTE**

### **7 ACADEMY IMPROVEMENT**

#### **a) Principal's Report**

The Principal circulated a report prior to the meeting and responded to questions raised by

a Director prior to the meeting:

**Exclusions and Behaviour:** The Principal stated that there are now fewer referrals to the isolation room on a daily basis and overall it has benefitted the school having somewhere to put these students whilst keeping the vestibule area clear. Having one place with one member of staff is beneficial and a deterrent to most students.

**School Uniform** –The Principal informed the Board that uniform proposals were taken to the School Council and all options, including the current skirt, were addressed. All the girls involved in this process were in favour of the new design as they felt it created an even playing field. The Principal confirmed that the skirt is currently available from a single supplier, Trutex, but the Academy is in talks with South West One to see if they can get the skirt in stock also. The trousers are not from a single supplier and can be purchased from anywhere. There was some concern raised about the stock levels in the Taunton Uniform shop. The Business Manager confirmed that she had spoken to the shop today and they will be placing big orders for July and August.

Having undertaken two parents' evenings with year 6s and two parents' evenings with the current parents the Principal did not receive any negative feedback about the changes to the uniform. Parents were less concerned about uniform once they understood that they could wear trousers. Parents had more questions regarding the house system.

Directors have been concerned about the cost to parents of the new uniform and asked for confirmation that the Academy had a system in place to support those families who may have financial difficulties in purchasing the new skirt. The Principal agreed to send out the uniform guide once more, reminding parents to place an order for the skirts and to reiterate that they should contact the Academy if they encountered problems financing the new uniform.

Principal

The Principal explained that it will be easier to maintain the standard of uniform in September with the help of the five Heads of House. There will be competitions for the house with the best uniform and tight control over trousers, socks and shoes. The whole Academy will maintain a consistent approach with both the boys and girls uniform.

#### **House update.**

The first house conference was held last week which was a very successful day. The new Heads of House are all very enthusiastic about their roles and some good planning has taken place. Part-time tutors will be allocated to the sixth form and all support staff will be allocated into houses. Mr Vaughan reported to the Board on the appointment of the ten House Captains. Mr Vaughan and Mr Merrick-Wren interviewed 23 students. The standard was fantastically high and it was a very hard decision to make. The House Captains have now met with their respective Head of House and have started their leadership journey.

#### **SGLC/SEND changes**

The Principal shared a document outlining the proposed changes to the SGLC, newly named Phoenix Centre. It is recommended that the students will also spend their lunch and break time in the centre. The Principal did not feel this was similar to isolation as the Phoenix Centre is an open space where the students can interact, work and develop social skills to give them a different experience. A Director shared concerns that the students would not access the full curriculum. The Principal explained that the curriculum on offer will improve students' social skills and engage them in learning. Core subjects will send work down to the Phoenix Centre which will be supervised by the centre staff. If the timetable allows English and Maths staff may go down there from time to time also. Part of the programme of study will be ASDAN and the Principal would also like the students to undertake a Thrive programme. This is a six-week programme delivered by a Thrive champion. All evidence suggests that it makes a significant impact and addresses any anxiety and psychological issues. The Academy has bought a number of books and will pilot the programme. Two members of staff will attend a two-day course to get them trained as Thrive champions.

A Director was concerned that final plans for the Phoenix Centre would not be in place in time for September. The Principal informed the Board that initial meetings have taken

place and the Principal is meeting with Mr Merrick-Wren and Mrs Parkinson in the morning to talk through the detail. Mrs Parkinson is very positive about the new proposals; her concern is over staffing and ensuring that two members of staff are always in there at any one time. The Principal envisages that students will be placed in the Phoenix Centre for a maximum of a half-term. An intensive first three weeks followed by some phased time back in school so that after a half-term they can fully integrate back into school; this very much depends on the nature of the needs of the students. The Principal would rather get these students back into school but it could be that it is not appropriate for them to go back into mainstream school. The Academy will work with external agencies to get as much support as possible so that they have got every chance of success. A Director shared concerns of students being permanently excluded with nowhere to go as the PRU is permanently full and felt it would be beneficial to have further structure and guidance on this.

Principal

The Principal will provide a report back to the board at the Autumn board meeting.

A Director asked whether the Academy insisted that all students took 8 GCSEs. The Principal stated that this is traditionally the case as removing them will affect the Academy's Progress 8 score, however, it is a case by case decision and each student's needs will be looked at individually. In certain instances it may be appropriate to look at the core subjects as a starting point plus another GCSE and perhaps an alternative life skills qualification such as the ASDAN qualification. The Principal informed the Board that OFSTED are planning to change their inspection handbook to reflect schools in their broadest sense and not just data which bodes well for the future.

**Lead Learner Programme.** The Principal confirmed that Rita Peasland is retiring but the Lead Learner Programme will continue with the help of Mr Madge who is looking into refreshing the whole programme.

#### **SLT team**

A Director asked for background into the decision to shake up the senior leadership team. The Principal explained that he had worked with the senior leadership team for a year, seen their strengths and wished to consolidate certain roles. All data now goes through one person. New roles and responsibilities also enabled senior leaders to enhance their career development opportunities. Whilst this was discussed at committee level the Principal apologised for not sending this information out to the whole board of directors for information and will ensure that this happens in future.

**Design Technology.** The Principal confirmed that Mr Childerley has been appointed in an acting role as head of department following Mr Wills' decision to step down from this post. Mr Childerley has been a head of department before.

**CPD 'Top Gear'.** A lot of the Top Gear sessions have focused on new technology. All sessions are videoed and the link, with any supporting documents, sent out to all staff to watch on google classroom.

**Leadership Programme.** The Principal confirmed that the programme runs from January to January. Mr Barrett who was on the programme is leaving in the summer as he has secured promotion at another school. Mr Vaughan extended an invitation to all Directors to attend the first Teaching and Learning committee meeting of the new academic year. The Clerk agreed to send a reminder in the new year.

Clerk

#### **b) Academy Improvement Plan**

See above.

#### **c) Support Staff Report**

This is included in the risk register section below at 2.3.

#### **d) REPORTS TO NOTE**

##### **Responsible Officer**

The Responsible Officer circulated his report prior to the meeting. The Directors felt that this was an excellent way of producing the report and allows the Directors to keep in touch

with what is going on.

### **Directors' Visits**

It was noted that these had been impacted by the increasing number of exclusion and behaviour meetings taking up Directors' time. The Clerk will circulate department meeting dates early in the new year in order for Directors to plan ahead.

### **Safeguarding report.**

The safeguarding link Director was very pleased with the outcome of the safeguarding report and has one more meeting with the Academy Designated safeguarding lead prior to the summer holidays. The link Director will report back at the next meeting.

**Health & Safety** The link Director reported that the health and safety audit went well. The last termly health and safety meeting has taken place and there is nothing significant to report back except that one side of the Academy is very hot and the other very cold. It was felt that it was not necessary for the health and safety minutes to go to the Full Board and it was sufficient for the link Director to report back.

### **Chair of Leisure Board report.**

This item was deferred to the September Full Board meeting.

### **e) CATERING CONTRACT**

The Business Manager provided a written update on the catering contract prior to the meeting. Training is ongoing to ensure that the infrastructure is in place around areas such as the new menu and stock control. The Business Manager is currently in discussions over uniform and designs with an artisan/rustic theme currently preferred. The Academy has met with several suppliers already. The Business Manager confirmed that food ordering will be undertaken by the catering manager. The Academy will buy in support from the Local Authority for a period of time and then review this. The Business Manager thinks that a different structure, possibly introducing an assistant catering manager to help with day to day responsibilities, will help the catering manager. The Business Manager stated that the aim is to improve the quality of the food on offer in line with school food standards. Following a question from a Director the Principal highlighted the need to think about where we might source halal and kosha meat if we do get minority groups in the school in the future. The Business Manager advised that all information on students with food allergies has been transferred to the cashless system and will flash up at the point of sale.

### **f) SWIMMING POOL**

The swimming pool is opening on 30 June. All Directors are invited to come along to a free swim session between 12 noon and 1pm on 30 June.

### **g) RISK REGISTER**

Going forward it was agreed to include this item higher up on the agenda.

**1.3 Unfavourable Ofsted outcome.** This can now change.

**1.4 Results below national/county levels.** The Vice Principal felt this was irrelevant as the Academy is not judged against national or county standards and it should read as a Progress 8 based target. A Director asked what do parents of prospective future students look at; is it progress 8 or how we compare against other schools in the county? The Principal felt that parents may look at Progress 8 but they are more likely to look at the numbers of A-Cs. It was agreed that the Academy will include information in the press release in August to inform parents that Huish is still up there against other schools. A Director felt that it was slightly risky to change 1.4 away from local comparisons. It was agreed to include both as separate risks, one that the Academy does not stack up reputationally against other schools and one based on the Academy's Progress 8 measure. The risk is that 31% of students are out of catchment. The Principal felt morally that it was wrong to aggressively target this area as it was going into another school's catchment; however, the Academy should tailor its marketing to say if you want to come to Huish from out of catchment the Academy will welcome you and help you with transport. A Director asked whether we knew how many children should come here but don't. The Principal will see if he can find out the destination of KS3 children in catchment.

It was agreed that the real potential gain is raising the intake at sixth form and pushing standards with these students. The focus should be on retaining students at the end of KS4. Careers and long term interviews and discussions will start with students in year 7.

Following discussion on the scale of changes the Academy is implementing in September it was agreed to include a general risk of how the Academy picks up if the changes it is

**Clerk**

**Agenda  
Sept**

**Principal**

making are effective.

**1.5. Year 6 first choices declines.** It was agreed to remove 'Potential MAT' from the wording in the control measures.

**Catering Contract.** It was agreed to include this as a completely new risk item.

**The Phoenix Centre.** It was agreed that this is an item for review rather than for the risk register. It has operated safely and effectively as an SGLC since 2009. The nature of what is going on is going to change but not radically, it is evolving into something slightly different to give some of the Academy's most challenging students that bit more time. The day to day management is for the Principal to review.

**2.3 Support Staff Report.** The Principal confirmed that the piece of work he was asked to do on ensuring succession plans are in place is being done and has been shared with those people that need to see it.

#### **h) SUMMARY OF ACADEMY ACCOUNTS**

Directors are in agreement.

#### **i) SUMMARY OF LEISURE ACCOUNTS**

Directors are in agreement.

### **8 HOW HAVE DIRECTORS CHALLENGED THE ACADEMY**

Discussion over recruitment and retention of students in the lower school as well as sixth form.

Uniform discussions.

Phoenix Centre and SEND plans.

### **9 ANY OTHER URGENT BUSINESS.**

The Principal suggested that a Director is designated as an evaluator at each Full Board meeting and feeds back at the end.

A Director commented that as a growth mindset school he was keen to see the words able and talented disappear.

The next part of the meeting was deemed confidential and was minuted separately.

The meeting closed at 8pm