

The Charter School North Dulwich

Minutes of Local Governing Board Meeting

Thurs 16 January 2020, 6.30 pm at Red Post Hill, London, SE24 9JH

Amanda King (AKG)	Chair of Governors	Present
Christian Hicks (CNH)	Governor	Present
David Malone (DME)	Governor	Present
Sam Jaffa (SJA)	Governor	Present
Lucy Hamer (LHR)	Governor	Present
Alton McDonald (AMD)	Vice Chair of Governors	Present
Sue Tibballs (STS)	Governor	Present

Apologies

Thecla Schreuders (TSS)	Governor
Paul Koloi (PKI)	Governor
Andrew Somerville (ASE)	Governor
Simon Williams (SWS)	Deputy Headteacher

In Attendance:

Mark Pain (MPN)	Deputy Headteacher
David Gaillie (DGE)	Trustee
Glyn Griffith (GGH)	Business Manager
Shalene Varcoe (SVE)	Clerk

AGENDA ITEM	MINUTES	ACTION NO. AND OWNER
1	<p>Chair's Welcome:</p> <p>The Chair welcomes all to the meeting</p> <ul style="list-style-type: none"> Apologies were received from PKI, TSS, ASE and SWS and these apologies were accepted. <p>The governors asked that their best wishes were sent to SWS as he recovered from his recent knee operation.</p> <ul style="list-style-type: none"> There were no declarations of Interest for the meeting The Chair welcomed David Gaillie to the meeting. 	
2	<p>Minutes and Matters arising</p> <p>a) The minutes were approved from the meeting on 26/09/19 as a true and accurate record subject to the following changes:</p> <p>P1 – Add Sue Tibballs initials</p> <p>P3 – A6 under BMR – change end of DHT response to ‘.... engage more robustly in the EHCP consultations.’</p> <p>P4 – after A5 change offer of help from LHR to an Action</p> <p>P4 – A7 typo Char to Chair</p> <p>P6 – Q1 add in ...make more accessible for parents.’</p> <p>b) Matters Arising/Actions</p> <p>Carried over Items:</p> <ul style="list-style-type: none"> All SWS actions carried over due to absence Skills audit currently being completed by Trustees and will be rolled out to LGBs ahead of next meeting. CNH advised that the conversation regarding access to using the JAGs sports fields had not progressed since the HT had left. GGH advised that other long-term options were currently being 	

	<p>explored but that he was unable to discuss them in any details currently. A governor commented that this was an ongoing and important issue for parents and should be kept as a high priority.</p> <p>1: Chair advised that Trustee Helen Jeffrey had informed the Trust that she intended to step down at half term (moving overseas for work) and as she is the chair of the governance working party this meeting will now not happen until a new chair was found.</p> <p>2: SJA had sent his Ofsted training notes to the Chair and the Chair would now circulate these to the wider group.</p> <p>3: MPN advised that the new SIMs update at the start of the year meant that the school would now be able to record attendance at extracurricular activities using SIMs and that this would come into effect this term. Early data would be available at the next meeting and will help to monitor PP engagement in extra-curricular activities. LHR advised that the governors were also interested in attendance at breakfast clubs and homework clubs.</p> <p><u>ACTION 1: School to produce initial report using SIMs data at the March meeting</u></p> <p><u>ACTION 2: re 9 on action log. MPN to republish the curriculum intent including the revised introduction and clarification around not narrowing the curriculum for DA Students</u></p> <p>11. The Headteacher advised that the updated risk register was being written in conjunction with TCSED and that this would be presented to the LGB at the March Meeting</p> <p><u>ACTION 3: Updated Risk Register to be added to March agenda</u></p> <p>14: Action carried over 17: Action carried over</p>	<p>1.MPN/ SWS</p> <p>2.MPN</p> <p>3.Clerk/ Chair</p>
3	<p>Trust Updates</p> <p>a) <u>CEO report from the December Trustees meeting</u></p> <p>The report had been circulated before the meeting and the Chair invited questions.</p> <p>Q1: A governor noted that the report spoke about the high number of EHCPs at the schools and asked what the thinking and implications behind this information was. A1: the headteacher replied that this was providing the Trustees some context around the ongoing discussions regarding SEND provision across the Trust as it is a strategic priority. The information was there to highlight the tensions in the system now that TCSND was the biggest provider of mainstream SEND school places and TCSED was rapidly catching up. The Headteacher added that Trustees were aware that admitting students with EHCPs was beneficial as well as raising issues around the financial implications.</p> <p>Q2: A governor asked what questions were being raised by the Trustees – for example were they looking at accepting fewer EHCPs or different resourcing? A2: The Headteacher advised that SEND was now on the Trust risk register as it impacted several areas and MPN added that some of the conversations were around the allocation of funding.</p> <p>A governor commented that the risk register should also show what actions were being taken to mitigate the risk.</p> <p>Q3: A governor commented that there needed to be greater reflection of the needs at TCSND regarding premises and that it would be useful for the report to reflect the challenges facing TCSND as it had much older buildings than ED. Also, how the Trust was going to make sure that these issues would be resourced appropriately. A3: GGH drew the governors attention to the premises strategic plan advising that this document was used to inform trustees of the needs of each of the school in terms of condition improvement.</p> <p><u>ACTION 4: GGH to circulate updated premises strategic plan</u></p>	<p>4.GGH</p>

b) Top-slice proposal

David Gaillie (DGE) introduced himself.

He referred to the Top-slice proposal which had been circulated ahead of the meeting and advised that he was there to represent the Trust Board which was in 'listening mode' and that he would feedback any comments or questions to the Board from the LGB.

DGE advised that the timeline was critical as the Trust was looking at growth very soon with other schools potentially joining as soon as September. He added that the current model between the two existing schools (a cooperative model where the schools split any centralised costs) would have to change to a top-slice model as more schools joined. He advised that this was an important decision and hence the consultation with the LGBs.

DGE drew the meetings attention to the first table on P2 and advised that all the numbers that these illustrative figures were based on could change in either direction. He added that the proposal was based on the most reasonable case but depended on what schools In the Trust needed in terms of centralised services and that the top-slice % could be higher. However, a transitional arrangement would need to be in place from September 2020 with the ultimate level to settle at coming into effect later.

Governors were referred to P3 and the illustrative numbers in the two tables showing the effect of the top-slice on the TCSND forecast out-turn over the next three years, and the fact that the numbers indicate a change from surplus position to deficit position by the introduction of the top-slice. DGE advised that these figures were illustrative and that the Trust strategy to bring in more schools would have a significant (positive effect) on the figures.

GGH reminded governors that the top-slice would cover the costs of centralised HR, Finance, Governance and Communication resources with some capacity built into the system to cope with growth as the current central services team was very lean and unsustainable.

DGE advised that the timeframe for making any decisions was the end of the summer term at the very latest but ideally sooner. He advised governors that he would take any initial comments and questions away to discuss with the Board as they continued their discussions ahead of any final decision.

GGH highlighted that the figures being used to calculate the top-slice did not include High need or PP funding.

Q4: A governor asked if was still the DfE view that, for a MAT to be financially sustainable, the ideal number of students was 5000. They asked if this would be a driver to bring in as many schools as possible into the MAT.

A4: DGE replied that there was limited capacity in terms of management to bring in new schools, so the growth strategy was cautious. The new CEO appointment was part of the objective to get the MAT to a position of sustainability. Growth could come from the primary or secondary sector or both.

Q5: A governor asked what TCSND would get out of the new arrangement – how would the school benefit? The added that there was a risk that, as the Trust grows, that support resource gets pulled away from ND. They asked for examples of how a top-slice mechanism would benefit ND and a look at the potential risks to ND as the first school in the Trust and that the Trust would need to ensure that there were no gaps left in provision for support resources at ND. Another governor agreed, asking if any of this could put the excellence of provision at TCSND at risk.

A5: DGE advised that the rationale behind growth of the Trust was to export that success more widely across our community in Southwark. The benefits to growth would come on the teaching and learning side as it would lead to greater opportunities for collaboration, staff development, specialisation etc. He agreed that the Trust should be able to articulate the benefits clearly.

A governor commented that they felt that any LGB influence over the decisions made would be minimal as the LGB was only a committee.

Q6: A governor asked if similar structures had been looked at in similarly sized MATs.

	<p>A6: AKG advised that the CEO and DGE had experience working within other Trusts and therefore were able to inform the conversation from a position of knowledge.</p> <p>The Headteacher commented that there were several overlapping issues including the top-slice, MAT growth and staffing. He advised governors that he had had to satisfy himself that the proposals were not going to effect TCSND in a detrimental fashion and that the extra costs would be beneficial. He was aware that the Support Group Managers (SGM) resource was very lean now and that extra capacity was required. DGE added that growth would help any organisation to increase its resilience by being able to pull in extra staff and support staff development and retention, whilst protecting good support services at a local level.</p> <p>He added that there may be other services that may be delivered better if run as a central service, for example SEND, and that all these would need to be explored as the MAT grows.</p> <p>The Headteacher advised that he continued to work closely with the SGM to ensure that any ND requirements were backfilled with effective people, but this would have to be revisited as the MAT grows.</p> <p>ACTION 5: All to feedback any further comments or questions to the Chair before 25th January.</p> <p>The Chair thanked GGH and DGE and they left the meeting at 19:20</p>	5.All
4	<p>Headteacher’s Report</p> <p>The report had been sent out ahead of the meeting and all confirmed that they had received it. The Headteacher tabled one section from the report on safeguarding, complaints and bullying data and apologised that this had not been ready in advance. This was due to SWS ongoing absence due to knee surgery.</p> <p style="padding-left: 20px;">a. Performance data</p> <p>Q7: The governors asked the headteacher what were the big issues. A7: The Headteacher referred the governors to P4 and the table looking at projected outcomes for Y11. He advised that overall progress could be the best ever, but that there had been a drop off between M1 and M2 with regards to P8 for DA students (0.37 to 0.26). He advised that this was partially due to one student's data dragging the figures down – this student is currently on a trial managed move (rather than being permanently excluded). He advised that again, some DA students were at risk of focussing on E and M as they knew that they had to get these for their next steps post 16, at the expense of other subjects such as Geography and Science (EBACC suite).</p> <p>Q8: A governor asked if any of this was due to the new GCSEs? A8: MPN replied that there was an element of this. He informed the governors that some subjects, such as science, had up to six papers and any student who lacked resilience would find this challenging. Also, the papers were harder than they had been previously before GCSE reforms came into effect. Some students would focus only on those subjects that they absolutely needed. He added that there was a weekly strategic Y11 intervention meeting to ensure that everything was being done to support students at risk of falling behind.</p> <p>Q9: The Chair asked about the KS3 DA P8 figures which was highlighted in red on the SDP update. A9: The Headteacher replied that the gap at KS3 was closing but was in red as it was not yet at the target of +0.5. He added that more work needed to be done with Y9 (P8 +0.27 DA).</p> <p>Q10: The Chair asked for an update on attendance.</p>	

A10: the Headteacher advised governors that attendance was down slightly on the same time last year and that it was a complex picture with several key students having an impact on the overall figure. He added that SLT were ensuring that actions would be in place to address this.

Q11: A governor asked if this was of concern among DA pupils.

A11: The Headteacher replied that the attendance for DA was lower but was still quite strong when compared to national figures. The school was still working on actions to improve this though as it was not improving year on year.

Q12: A governor referred to P4 and asked what was meant by the comment regarding the accuracy of reporting process at KS3

A12: MPN replied that this was a Y9 issue and mainly in those subjects that had already started the GCSE course (maths, science and RE) where the projections were based on the outcomes from a single test paper rather than an overall projection ('assessment without levels') despite GCSEs being three years away. He advised that this had been raised with MLT and should be addressed for M2.

The Headteacher added that there was a very positive picture emerging for years 7-10 and gave an example of y10 DA currently predicted a P8 of +0.64 which is higher than that for non-DA pupils. He advised that the school was being cautious about this, but it could indicate that some of the school's actions re: DA students were starting to have a positive effect.

Q13: A governor asked how confident the school were with the grade 7-9 predictions at KS4.

A13: the Headteacher replied that the school was confident as it has several high-level subject specialists who can teach at the top end and that this together with motivated students and supportive parents would result in the best grades.

A parent governor commented that the support and targeted revision planning advice was very good, and it was clear how much work was happening in each subject to help students as they approached their exams.

Q14: A governor asked if the school was happy with the M1 Y13 data.

A14: The Headteacher replied that there was an issue with the progress and engagement of some of the boys, but that staff continued to promote positive habits and approaches. MPN added that 48 unconditional offers had been received by Y13 students and that this trend did not help to encourage young people to work hard to do their absolute best.

Q15: The Chair asked why attendance in Y13 was well below the average for the school.

A15: The Headteacher responded that this was always an issue at this stage as some Y13 decide to work from home as it gets closer to exams rather than coming in and working at school. It does not appear to have a detrimental effect on attainment, but the school will keep it under review.

b. SEND progress update

The Headteacher advised that some progress had been made but a full update would not be available until March after SWS was back in school. He added that the presentation that the LGB had in June may have been too operational and that governors should focus on finance, leadership, premises and staffing structures for the update.

All agreed that the SEND working party would meet once SWS was back in school from February.

A governor commented that it was taking too long to get to a point where the LGB could discuss SEND and what the governors' issues were. The Chair agreed and stated that an update on SEND following the review last year was an absolute priority for the next LGB meeting and that in preparation for this the governors WP should meet SWS to agree the main concerns and priorities.

ACTION 6: Meeting between SEND working party and SWS to be set up at least two weeks before the next LGB meeting.

All agreed that the review would have to be strategic and include consideration of finance and internal issues. The Headteacher reminded governors that parents of children with SEND want their children to come to ND, so externally the school has a very positive profile of SEND provision.

6. Clerk

	<p>c. Safeguarding and exclusions</p> <p>The Headteacher had tabled a document with additional data on safeguarding for the year to date.</p> <p>The Headteacher highlighted the data for M2 which showed that internal exclusions had gone down from 103 to 62 year on year and external exclusions had gone down from 30 to 16. However, some lower level sanctions had increased, especially Red Cards and serious breaches.</p> <p>Q16: A governor asked why this was.</p> <p>A16: The Headteacher explained that significant issues with Y11 last year had resulted in higher numbers of exclusions and ACE placements. He added that the behaviour policy amends, and staff training had an effect and that the school was trying to avoid exclusion wherever possible.</p> <p>The Chair updated the governors on the recent IRP directed reconsideration of a PEX which had resulted in a decision to reinstate. She added that there were lots of things to learn from the process and that a de-brief with ED would be happening to agree an exclusions process for the Trust going forward.</p> <p>A Governor, who had chaired the GDC panel, added that staff should be aware that the governors had no criticism of the way staff had been dealing with the student in question.</p> <p>All agreed that it was inappropriate for the Chair to act as Chair on GDC panels as they would need to discuss exclusions and the specifics with the Headteacher. It was therefore very important that all governors were appropriately trained to be able to be part of any future GDCs.</p> <p>ACTION 7: All governors to ensure that they have completed exclusion training either via Southwark or Learning Link.</p> <p>ACTION 8: Safeguarding link governors to meet acting DSL, Mike Snell. (PA: Kathryn Edwards)</p> <p>Q17: A governor commented on the relatively high numbers of Y8 in ACE and asked what the impact on behaviour was.</p> <p>A17: The Headteacher replied that the school held fortnightly Intervention Support Group meetings involving the SENCo, DHT, HT, Inclusion manager and AHTs to look at students receiving sanctions and agreeing what interventions should be put in place.</p> <p>A governor added that internal exclusion was recently featured in the news as there were doubts about its effectiveness and that the school should therefore be thinking about its use and what support package is provided alongside.</p> <p>The Headteacher replied that overall ACE placements were down and that occasionally the use of internal exclusion avoided the need to externally exclude students.</p> <p>Q18: A governor asked how many of the placements were from repeat offenders.</p> <p>A18: The Headteacher replied that he did not have that data but could provide it.</p> <p>ACTION 9: Headteacher to provide repeat offender data for ACE placements.</p> <p>d. Extracurricular and careers</p> <p>The careers link governor advised that he had been in contact with the careers leader but had yet to meet. LHR advised that, following the careers fair, King College Hospital were now looking at other projects with Mike Snell to come into school and work with students.</p> <p>The Headteacher advised that the DoFE Bronze completion rate was a moving picture and the figures will go up as administration is finished on all participants. He advised that the school's ambitions around DoFE had led to some capacity issues and that the plan was to drop the silver award going forward to focus on Bronze in Y9 and Gold in Y12.</p> <p>Q19: The Chair asked what the resource issue was.</p>	<p>7.All</p> <p>8. LHR/PKI</p> <p>9.CNH</p>
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	<p>A19: The Headteacher replied that it was staff hours to complete all the Trips paperwork, manage the coordination and capacity for staff to escort all the expeditions. He added that local schools such as Dulwich College do not do the Silver award.</p> <p>Q20: The Chair asked if it was valuable for DA pupils to do Silver.</p> <p>A20: The Headteacher stated that it felt impossible to continue to offer all three and that the school would be looking at other programmes to provide similar experience and skills development such as NCS.</p> <p>ACTION 10: AMD to share details of the Arts award with the Headteacher.</p> <p>e. SDP Progress update The Chair asked if the Headteacher had anything to add to the progress update which had been circulated before the meeting.</p> <p>The Headteacher advised that he had met a consultant with experience in attracting more BAME staff into leadership roles before Christmas but that this meeting needed to be followed up.</p> <p>f. Complaints The Headteacher advised that a serious complaint had been received from two families last term regarding the Y13 leavers book. The complaint had exposed clear failings and actions had been taken or put in place to ensure better management of the process going forward.</p> <p>A governor commented that it would be useful to know what the key learnings had been and what was being done differently.</p> <p>Governors agreed that it was useful to see if any formal complaints had been raised with the school.</p> <p>Q21: A governor asked, regarding the monitoring teachers' performance, if this applied to cover/agency staff?</p> <p>A21: The Headteacher replied that it did apply to the cover supervisors that were employed directly by the school but supply staff from agencies was a more informal feedback process.</p>	10.AMD
5	<p>Pupil Premium Strategy Statement</p> <p>The Vice chair updated the meeting following the PP working party meeting the previous week. The Chair advised that she had been in contact with Marc Rowland (PP strategy expert) and that he had offered to look at the schools previous PP strategy and give feedback. All agreed that this would be helpful to direct the discussion.</p> <p>The Headteacher advised that the new strategy was broader than the previous one.</p> <p>Q22: A governor asked if it was possible to see more details on the actions being taken to deliver the strategy, for example around building resilience in Y11s in the run up to GCSEs.</p> <p>A22: The Headteacher replied that the details of www/ebi were in the SDP and the subject area development plans but that the specific actions regarding PP needed to be pulled out to enable centralised monitoring by the school. As this was a capacity issue the Headteacher was considering approaching the Trust for more funding to facilitate this.</p> <p>ACTION 1: Headteacher to explore pulling all development plans into one document – especially regarding PP students</p> <p>Governors commented that there seemed to be an issue of some PP students not buying into the culture and ethos of the school and that it was important to continue discussions to find out why. A governor suggested that it could be useful to have case studies, as recommended by the NGA, where individual students were tracked to see the impact of specific interventions/initiatives and how 'soft issues' are monitored with respect to PP.</p> <p>PP working party is on 5th March at 7am and all governors are invited to attend if they would like to.</p>	11.CNH

6	<p>Governor Business</p> <p>a. See above re: PP Working Party b. Governor Recruitment</p> <p>The Chair advised that they were meeting potential new governor volunteers, but more potentials were needed as several governors were approaching the ends of their TOOs. The Clerk advised that the vacancy was now on the Inspiring the Future website as well as the school website.</p> <p>Governors agreed that it was important to try and encourage parents of PP/SEND pupils to apply if they knew anyone. ACTION 12: All to promote the vacancies to potential candidates in their contacts.</p> <p>c. Joint training Day – Save the date: Saturday 25th April. The Chair advised that this will be held at ND this year and will have a focus on PP. The Chair advised that Marc Rowland had offered to facilitate a session on the day. All agreed that this was a good theme and for the Chair to approach MR. ACTION 13: Chair to approach MR for session on PP at the joint training day.</p> <p>d. Training reminders The Chair advised that the Governor’s Ofsted training would be held in school one evening - Date TBC.</p>	12.All 13.Chair
7	<p>Standing items</p> <p>There were no updates on the standing items</p>	
8	<p>AOB:</p> <p>1. Parent Forum Wednesday 1st April</p> <p>A governor suggested that this should be promoted as far ahead in advance as possible and have a specific theme. Also, could it be moved slightly later?</p> <p>ACTION 14: Headteacher to agree theme with SLT and communicate to parents by Half Term.</p> <p>2. All agreed that the Chair would write to the school to congratulate staff and students on the BHM Showcase and the Christmas concert</p> <p>3. Parent governors asked for an update on the catering contract as they were concerned that unhealthy options were still freely available (such as sugary drinks) and that some children were not eating a proper meal.</p> <p>ACTION 15: Parent Governors to be invited in for lunch by Clerk/Headteacher ACTION 16: GGH to provide an update on catering contract for governors – details TBC.</p> <p>Next LGB meeting 12th March 2020 at 6:30pm</p> <p>Link Governor fortnight 2nd March to 12th March – all link meetings to be scheduled</p>	14.CNH 15. SVE 16.GGH

Minutes approved by: _____

Signed: _____

Date: _____

ACTION POINTS

Action Points arising from LGB meeting Thursday 16 January 2020

	Actions carried over from previous meeting	Owner	Deadline	Status
	DPE to see if governors could be involved in any way for the next CP review.	DPE	Before next CP review	Carried Over
	Governors to be shown an anonymised teaching staff appraisal tracker to see what information it contains	DPE	January 2020	Carried Over
	SWS to add glossary of abbreviations to the SEND policy.	SWS	ASAP	Carried Over
	SWS to review inclusion of more specifics in the SEND policy around dyslexia provision.	SWS	ASAP	Carried Over
	The Chair to discuss the policy with SEND link governor to check that they have seen the revised policy and had no further comments.	Chair/SJA	ASAP	Carried Over
	LHR to work with school to explore other methods of surveying/getting feedback from students (turned into an action at the LGB 16/01/20)	LHR	TBC	Carried Over
NEW ACTIONS				
1	School to produce initial report on PP attendance at extracurricular activities using SIMs data	MPN	March meeting	New
2	MPN to republish the curriculum intent including the revised introduction and clarification around not narrowing the curriculum for DA Students	MPN	ASAP	New
3	Updated Risk Register to be added to March meeting agenda for discussion	Clerk	March meeting	New
4	GGH to circulate updated premises strategic plan.	GGH	ASAP	New
5	Any further comments on proposed top-slice mechanism to be fed back to Chair	ALL	25 th Jan	New
6	Meeting between SEND working party and SWS to be set up at least two weeks before the next LGB meeting.	Clerk	End of Feb	New
7	All governors to ensure that they have completed exclusion training either via Southwark or Learning Link.	ALL	By end of Spring term	New
8	Safeguarding link governors to meet acting DSL, Mike Snell. (PA: Kathryn Edwards)	LHR	ASAP	New
9	Headteacher to provide repeat offender data for ACE placements.	CNH	March meeting	New
10	AMD to share details of the Arts award with the Headteacher.	AMD	ASAP	New
11	Headteacher to explore pulling all development plans into one document – especially regarding PP students.	CNH	ASAP	New
12	All to promote the vacancies to potential candidates in their contacts.	ALL	ASAP	New
13	Chair to approach Marc Rowland to host session on PP at the joint training day.	Chair	ASAP	New
14	Headteacher to agree parent forum theme with SLT and communicate to parents by Half Term.	CNH	Feb half term	New
15	Parent Governors to be invited in for lunch by Clerk/Headteacher	Clerk	Feb half term	New
16	GGH to provide an update on catering contract for governors – details TBC.	GGH	March meeting	New