

**St. James Emmanuel Academy Trust**  
**Directors/Governing Body Meeting**  
**Wednesday 9<sup>th</sup> December 2015 at 7.30 p.m. in the school staff room**

**Draft Minutes**

**Present:**

Catriona Arundale	FOUNDATION
Simon Ball	STAFF (T)
Andrew Ballantyne	FOUNDATION (P)
Sylvia Bradley	FOUNDATION (MDBE)
Nick Bundock	FOUNDATION (ex-officio)
Lisa (Lijie) Cui	(Community Governor for WDCE)
David Finch	FOUNDATION
Paul Good	CHAIR OF GOVERNORS
Peter Horgan	ELECTED PARENT DCE
Lucy Noden	ELECTED PARENT WDCE
Helen Stallard	FOUNDATION
Matt Whitehead	STAFF (HT)
Mark Vermes	FOUNDATION

**In attendance:**

Ben Edson	Associate Rector SJE(PCC Trust Member)
Kathy Crotty	Clerk

**Presentation by Heather Noller on e-safety**

Heather has recently been on a training course and is an accredited facilitator enabling her to run training courses.

The presentation opened by discussing parenting styles. A handout was circulated about the work the school is doing with parents. The emphasis is on e-safety in the home where children are at risks. The different risks were identified: commercial; aggressive and sexual were identified. Children can be recipients of content; or taking part.

There is a simple approach called WWW approach used for explaining this to parents. This focuses on sharing skills from the real world to the online world. WHO; WHAT & WHERE in the online world needs to be monitored by parents.

The school has given information to parents about what to do about online bullying including information for parents of online bullies as well as victims of bullying.

Pupils are made aware of sexting as the police identify this as the

<p>biggest problem for secondary school pupils but this can start as young as 9 years old.</p> <p>The school engages with parents by encouraging them to set the WWW rules. HN encourages parents to develop rules and boundaries with their children. Parents are encouraged to keep up to date with their children and keep the dialogue going. Parental controls are suggested and any concerns can be raised with the school. If a parent comes with an issue HN has information to share such as technical advice and reporting advice. The sheet identifies 9 different ways.</p> <p>Heather explains she disseminates the training with staff every year; she does regular assemblies usually just before school holidays and these focus on being safe and telling parents and carers if they are not sure. The school has e-safety days linked to cyber bullying. HN has a stall at the school fair and updates are in the newsletter and the school website. The programme in the ICT curriculum “Rising Stars” – every unit includes e-safety and this is also in PSHSE as this is part of the bullying agenda.</p> <p>Two years ago she did questionnaire and only 1% had device at home, now 76% of pupils use their device alone in their bedroom; 59% have been on an online chatroom; and 21% of children use social networks daily. This data also is not the most up to date.</p> <p>Governors noted children chat in gaming zones and often with older children without realising; Minecraft was identified as one of these online gaming places.</p> <p>Governors thanked Heather Noller for a comprehensive informative presentation.</p>	
<p><b>1. Opening prayer was led by Nick Bundock</b></p>	
<p><b>2. Welcome, Introductions and Apologies</b></p> <ul style="list-style-type: none"> <li>• Directors were welcomed to the meeting and new Director Lucy Noden a parent from WDCE was introduced to the meeting.</li> </ul>	<p>WDCE to ensure a DBS is completed for LN</p>
<p><b>3. Declaration of business / pecuniary interests</b></p> <ul style="list-style-type: none"> <li>• There were no declarations of pecuniary / non pecuniary interests</li> </ul>	
<p><b>4. Urgent item of AOB</b></p> <ul style="list-style-type: none"> <li>• There were no urgent items of AOB</li> </ul>	
<p><b>5. Minutes of last meetings (FGB 07.10.15)* and matters arising</b>  <b>Agenda item 6:</b>  Pecuniary interest declaration forms needed from: Simon Ball; Hannah Large; David Finch; Helen Stallard</p> <ul style="list-style-type: none"> <li>• The clerk will follow this up tonight</li> </ul> <p><i>Eligibility form needed from H. Stallard &amp; P. Horgan to complete the Eligibility form</i></p> <ul style="list-style-type: none"> <li>• The clerk will follow this up tonight</li> </ul> <p>Code of conduct form needed from A. Ballantyne; &amp; H. Stallard</p> <ul style="list-style-type: none"> <li>• The clerk will follow this up tonight</li> </ul> <p>MW: loG to be put on the website</p>	

<ul style="list-style-type: none"> <li>• This has been actioned</li> </ul> <p>Clerk to ensure Lisa Cui invited to C&amp;E committee meetings including 13.10.15</p> <ul style="list-style-type: none"> <li>• This has been actioned</li> </ul> <p>Clerk to send register and dates of meetings to MW for the website.</p> <ul style="list-style-type: none"> <li>• This has been actioned</li> </ul> <p>Agenda item 7: C&amp; E committee members to ensure they have read the policies in advance of the meeting 13.10.15</p> <ul style="list-style-type: none"> <li>• Not all policies were approved due to the timescales between meetings. All policies were read in advance of the meeting.</li> </ul> <p>MW to send our data on management of teaching and assessment if requested</p> <ul style="list-style-type: none"> <li>• This has been actioned</li> </ul> <p>MW: All finance information to be ready for the Resource Management Committee meeting on 22.10.15</p> <ul style="list-style-type: none"> <li>• This has been actioned</li> </ul> <p>Agenda item 12: Trust representatives to inform the relevant bodies of the decision and to progress the sponsorship.</p> <ul style="list-style-type: none"> <li>• This has been actioned. The proposal about the sponsorship is on the agenda. The Chair had written to the relevant bodies.</li> </ul> <p>Agenda item 13: Chair to write to Mrs S Shaw of the agreed leaving date. School to arrange suitable retirement present.</p> <ul style="list-style-type: none"> <li>• This has been actioned. Mrs Shaw was pleased that her recognition was noted and thanked Directors for moving the leaving date.</li> </ul> <p>Amendments to the minutes agreed:</p> <ul style="list-style-type: none"> <li>• Headteacher report should read Miss McNamara not Mrs</li> <li>• Page 5 – <i>from</i> criterion referencing not <i>to</i> criterion referencing</li> </ul> <p><b>Subject to the above amendments the minutes of 07.10.15 were proposed by Paul Good; seconded by Matt Whitehead and agreed unanimously by Directors.</b></p>	
<p><b>6. Headteacher's report, including</b> <u>Update Analysis of 2014/15 data KS1 comparative report</u></p> <ul style="list-style-type: none"> <li>• SB led the verbal report. He reissued the comparative report as the previous report had the wrong number of children in KS2. The previous report mistakenly had two year groups when only one year group had taken the SAT's. The data now circulated show outstanding achievement in the summer SAT's.</li> <li>• On the 30<sup>th</sup> October 2015 the school had a QA (Quality Assurance) visit from MCC as they are still responsible for achievement even though they are an academy. This is a 4</li> </ul>	

<p>page report from Jean Ruanne which was circulated to governors. This report highlighted the EYFS GLD was rated 68%, which is above the national average, but down on the school score last year. The maths curriculum is more challenging and this had an impact on scores. Doubling numbers is a real challenge for this age group, especially those with summer birthdays. This cohort is now in year 1 and interventions have been introduced.</p> <ul style="list-style-type: none"> <li>• All classes are following the new more demanding national curriculum.</li> <li>• The APS (average point score) is well above national average for KS1</li> <li>• There is a gap in FSM and none FSM (Free School Meals) which the school is aware of but this is only 3 children so this is an anomaly.</li> <li>• Year one phonics attained 97% against a national average of 77%</li> <li>• The headlines from KS2 showed good results. The school was challenged on progress between KS1 and KS2. The initial progress figures were not great. However when this was analysed taking account of pupils who have left the school and joined since year one; those pupils who had been in the school all the time had done better than those who had done KS1 elsewhere. <ul style="list-style-type: none"> <li>➤ Regarding the Ofsted judgements, Leadership &amp; Management is outstanding</li> <li>➤ Assessment is good / outstanding</li> <li>➤ Behaviour and Personal Development is outstanding</li> <li>➤ Outcomes for children are good / outstanding</li> <li>➤ EYFS is good / outstanding</li> </ul> </li> <li>• Directors were informed there are 4 QA reports; 2 reports for each school. The Trust has employed the services of Margaret Papworth an independent consultant.</li> </ul> <p><b>Formal thanks were given to Directors who have attended all four meetings.</b></p> <ul style="list-style-type: none"> <li>• There were two reports for WDCE; one from Jean Ruanne (MCC QA) and one from George Lloyd, his reports are confidential due to role as a DfE adviser to WDCE as a free school. The first Ofsted is due when the current reception class is in year 2 (and there will be 3 classes in the school).</li> <li>• The RAISEonline data and the Ofsted data dashboard is a fair assessment of DCE showing many strengths; and much value added. There are no weaknesses in this dataset. There are things to improve hence the SIP (School Improvement Plan) but overall the school is doing very well.<i>excellent</i>.</li> <li>• George Lloyd's report on WDCE is very detailed.</li> </ul> <p><b>Directors asked why the George Lloyd report is confidential.</b></p> <ul style="list-style-type: none"> <li>• It was explained this is because George Lloyd is a DfE</li> </ul>	<p>School needs to monitor and report on FSM performance across the school</p>
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<p>advisor reporting to the Secretary of State and the Regional Schools Commissioner (DSC). His reports are there to support and advise the School Action Plan and keep the DfE informed of progress with the delivery of the school's objectives. Directors can see the report, but cannot publish the content.</p> <ul style="list-style-type: none"> <li>• Directors felt there was some great comments which would be excellent for marketing but this report would not have the same standing or gravitas as an Ofsted report.</li> <li>• MW reported the excellent journey at WDCE, there is an excellent school community which the parents fully support. The parent's questionnaire is on the website. The children are getting on well together playing well and behaving well together.</li> <li>• When observed by GL he noticed the level of multi-agency and SEND interventions to resource a specific pupil was excellent and this is indicative of the Christian school ethos.</li> <li>• George Lloyd noted the staff team were excellent; Mrs Large was heavily praised in his report. The two teachers and TA's and the administrator were a very strong staff team.</li> </ul> <p><b>Directors formally noted this report and formally thanked these staff.</b></p> <ul style="list-style-type: none"> <li>• George Lloyd reported the school is on track, he was really impressed with the support from the Directors at SJE here including The Chair's visit reports.</li> <li>• Directors were reminded that when they are in the school for any activity, to write about the visit.</li> <li>• The single central record needs some tweaking. The report suggested the school introduces a blue band for visitors who are not DBS (Disclosure and Barring Service) checked and they will be accompanied if near children. A green band can be issued to visitors who have been DBS checked</li> <li>• Inset training has been recommended by GL and this is across the school. This is to reinforce safe positive handling which enhances the safety of the children. Team Teach is booked and one of the Directors present informed the meeting she is a trained team teach practitioner.</li> <li>• MW shared with Directors the Together magazine called New Beginnings. This is a Trust magazine to showcase the work across the trust for the church community and the local community. This will market the school in the local community. Directors were informed the church had paid for their advertising in the magazine.</li> <li>• It was clarified the report from George Lloyd is an education advisor employed by the DfE. Ofsted is an agency of the crown answerable to Parliament. The DfE is the administration arm of the government and he is an agent of the Secretary of State. Ofsted cannot give guidance, they</li> </ul>	<p>Clerk to recirculate the School Visit Proforma</p> <p>MW to resend the proforma to record director /governor visits</p> <p>Delete paragraph repeats the above</p>
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<p>inspect, provide a critique then leave. This service from the advisor leads to an action plan and can be seen as a progress check.</p> <ul style="list-style-type: none"> <li>• One Director had found the data dashboard incomprehensible. It was suggested Directors use the website and see the colour coded graphs. The front page is the most important for identifying trends of strengths and weaknesses. As long as there are no serious weaknesses in the data set, this will mean the school may <i>will</i> not need an immediate Ofsted inspection. This independent view to challenge the data is important to avoid the school being complacent. The Directors who had attended the QA meetings were very challenged which they found useful</li> </ul> <p><b>Directors asked when the last inspection was.</b></p> <ul style="list-style-type: none"> <li>• The last Ofsted inspection was in 2008 and the school would like an inspection to celebrate the achievements and to identify the issues. There was a PSHE inspection in 2011. Themed inspections are often fact finding, the PSHE was for a background report.</li> <li>• Directors were informed there is some caution with baseline testing as this is the first year and there are a number of providers who will be changing. The government might go back to teacher assessments rather than baseline assessments. There is still much uncertainty</li> </ul> <p><u>Period 6 Budget Monitoring update</u></p> <ul style="list-style-type: none"> <li>• Directors agreed to C/F to the next meeting.</li> <li>• Period 6 monitoring was discussed at the last resources meeting and will go back to that committee before this FGB.</li> <li>• MW updated governors about the annual audit. The Executive Head explained last year they were essentially managing a school project.</li> </ul> <p><b>Paul Good from Governance and Ben Edson as a trustee have signed off the audited accounts from 2014/15.</b></p> <ul style="list-style-type: none"> <li>• £20k has gone into this year's budget for the school. The auditors are working on the accounts for the EFA. The Executive Head is currently the CFOO. (Chief Financial Operating Officer).</li> </ul> <p><b>The Directors approved the interim accounts provided</b></p> <ul style="list-style-type: none"> <li>• Directors have amended the documents and these amendments were accepted. The auditors signed them for the EFA.</li> </ul>	<p>clarification</p>
<p><b>7. Committee Reports:</b>  <u>Curriculum &amp; Environment minutes 15.10.15</u></p> <ul style="list-style-type: none"> <li>• C/F until the committee has approved</li> </ul> <p><u>Resource Management minutes 22.10.15</u></p> <ul style="list-style-type: none"> <li>• C/F until the committee has approved</li> </ul>	
<p><b>8. Sponsorship of St Wilfrid's update</b></p> <ul style="list-style-type: none"> <li>• The MAT becoming a sponsor academy was approved by</li> </ul>	

the secretary of state from the 20<sup>th</sup> October 2015. PG reported that during this interim period a very positive working partnership has been established with no areas of disagreement. Most areas of discussion about the future of the school have been very positive

- The PCC at St. Wilfrid's has approved academisation so the legal dimension will be moving forward.
- Officers from the LA and the IEB (Interim Executive Board) have met and agreed the present Head of School who is the Deputy should become the Acting Head teacher for 2 terms from the 1<sup>st</sup> January 2016. There is much confidence in this person. Early in January the school will begin the process to recruit a Head of School. The timeframe also allows for the appointment of a Deputy Headteacher.
- The support needed by the acting head could not be provided by an assistant head to moving up within the school. It was agreed the LA would facilitate the secondment of an appropriately experience teacher from another school to the Deputy heads role for the two terms. This will give that person useful career development experience.
- The progress will be reviewed in the spring term so action can be taken in the summer term. The LA will continue to support the monitoring of teaching and learning and providing active support. The current Acting Headteacher's role will end at the conclusion of the Autumn Term. Through her school, she will continue to support staff development. One of the Executive members from the Diocese will support the school in developing safeguarding, behaviour management and welfare support. MW will take the leadership role for mentoring and guidance to the new leadership team. This will be flexible "as and when". Professional decisions will determine the level of support.
- Directors were informed Paul Good is now a member of the Interim Executive Board to maintain close links.
- The policies within the MAT are starting to be aligned. Some policies are with the Diocese. The IEB will create standardised policies in time.
- This is now a close working relationship, although the Academy Order has not yet been granted. On the 18<sup>th</sup> December 2015 the IEB will make an application for Academy status to the MDBE and approval is expected to be granted. A formal application for Academy sponsorship will then be submitted to the Regional Schools Commissioner. After this has been agreed then the grants can be applied for and the process of public consultation starts. There has been no dissent to date over the academisation process. There is a welcoming of the partnership with the SJE Trust. A huge amount of work remains to be done by the IEB in supporting the leadership

<p>team and the development of the school.</p> <ul style="list-style-type: none"> <li>• Letters have gone out to parents and the church committee, only one response has been received from a parent at WDCE asking if this is going to change anything. The Executive Headteacher reassured Directors this partnership will not change anything in DCE or WDCE in terms of teaching philosophy etc.</li> <li>• When the Sponsorship is finalised and the Funding Agreement is in place the IEB will cease its role and the Trust will assume responsibility. The Directors need to agree the process of forming an LGB for the school with appropriate levels of delegation. There have been some volunteers who have come forward and these are people with valuable and relevant experience.</li> </ul> <p><b>Directors asked is the trust still aiming for 1<sup>st</sup> April 2016</b></p> <ul style="list-style-type: none"> <li>• Directors were informed yes this is the <i>proposed</i> date. This aligns with financial years but the new financial year for the trust is an academic year.</li> </ul> <p><b>Directors asked do we still retain option to step aside.</b></p> <ul style="list-style-type: none"> <li>• Directors were informed not at present time. All the indicators are positive. The Executive Headteacher had spent a day observing T &amp; L (Teaching &amp; Learning) and there was huge positivity from staff to turn things around.</li> <li>• Formal thanks were given to Suzanne Blay the Executive Headteacher from Crossacres &amp; Helena Miller the current Deputy at the school. Helena Miller will be the Acting Headteacher until the substantive appointment is made.</li> <li>• Directors discussed the need for skills matching to the new governance structure. Certain roles have to be fulfilled by specific people. Directors felt the Director role needed highly focused professional skill based people. The LGB level is the default choice for some people in the room where their focus wants to be in their specific school. Members can be Directors and Governors on their LGB.</li> <li>• This is a transitional period. Clarity was sought about how Directors are appointed. It is envisaged the PCC will advertise and appoint Directors and this suggestion was supported.</li> <li>• Directors asked about the process of deciding and it was clarified that at this moment in time all in the room are Directors. Directors acknowledged they had transitioned into the Director role and they need more time to think about this. The process could be for everyone to step down and the PCC to appoint Directors. Directors shared their views and what might affect their decisions.</li> </ul> <p><b>Directors asked what is the time frame for the decision</b></p> <ul style="list-style-type: none"> <li>• There is no fixed timeframe but by next September Directors will be evaluating the data from the three schools.</li> </ul>	
<p><b>9. Consider the Trust governance arrangements and</b></p>	



**suitability as we grow.**

- The chair informed Directors that with three schools now in the partnership there is a need to consider whether this forum is suitable for the new arrangements. He explained the intention to integrate WDCE into the DCE FGB arrangements until the local governance grew. The integration of St. Wilfrid's had accelerated the process of reform. The new proposed structure was explained and a diagram had been circulated previously. The intention is for a member's board, a director's board and LGB for each school in the MAT. Directors were asked to think about how they want their role to be defined, school based or part of the umbrella organisations across the three schools. Directors were informed there are big decisions to be made.
- Accountability sits with the Board of Directors not the LGB. They would take strategic decisions that affect all schools. The property portfolio would be managed and the budgets would be managed fairly as one school cannot subsidise another school.
- There will be a Scheme of Delegation to each LGB and they would make individual decision on behalf of the schools. Some decisions would have to be referred back to the Trust such as personnel issues where the staff member would work across the three schools.
- Directors were informed the staffing of the 3 schools needs a clear plan to avoid replication where it is not needed. For example there might be an EYFS lead across the three schools.
- There are performance review challenges this year and questions to be asked about comparisons with other colleagues, this can now be done in the Trust but this might require a co-ordinators role. The Trust will be the employer and will need to ensure equity across the schools. The chair suggested there are no decisions needed tonight but Directors need to consider this new structure needed. It was felt this structure needs to be in place by the end of this academic year. Directors shared the view that after 1<sup>st</sup> April 2016 there will need to be interim arrangements during the handover from the IEB.
- A concrete proposal is needed for Directors to approve at the next meeting taking guidance from the DfE and Diocese. Directors also needed to know the meeting schedule so they can identify their commitment.
- Longer term Directors wanted clarity about expansion plans for the SJE. The clerk suggested there is a need for an "Expansion Policy" to set parameters of the acceptable criteria for potential partner schools.

Ben Edson left at 9.35pm

**Directors asked if the trust was vulnerable to a take over**

- The Chair answered no, only if a disastrous job is

Action: PG there is a concrete proposal at the next meeting on the new structure.

Action: PG Draft Scheme of Delegation to be circulated

Action: proposed meeting schedule of the new structure to be prepared for the next meeting

<p>undertaken. The DfE is still expanding academies. The Manchester Diocese is neutral about academisation but sense there will be more academies developed.</p>	
<p><b>10. Discussion around part time chaplain position for 3 schools to ensure our Anglican ethos is upheld: Worship rotas; Godly Play; pastoral support and potential for more involvement in RE and other curriculum areas.</b></p> <ul style="list-style-type: none"> <li>• MW &amp; NB were concerned about securing the correct ethos across the schools in the MAT. The ethos of DCE needs to be transferred to WDCE and there is a desire for this ethos to be developed at St. Wilfrid's. It was acknowledged this is a huge challenge. NB produced an outline of how this might be developed and the aim is for this to be part of the transition discussions. This agenda item is not for agreement tonight but a post that needs to be embedded into the new structure. NB explained his involvement in the DCE School but he does not have capacity to undertake this same role in the other schools. The chaplain needs to be backfilled like the educational roles. It was stated that pastoral care is key to what makes a CofE school a CofE school.</li> <li>• NB identified two key elements of the job <ul style="list-style-type: none"> <li>➤ Gaining Outstanding in SIAMS (Statutory Inspection of Anglican and Methodist Schools)</li> <li>➤ Support the trust ethos of belonging, believing and being.</li> </ul> </li> <li>• The key responsibilities included support for collective identity; worship rotas; Godly Play; pastoral support and potential for more involvement in RE and other curriculum areas. This post would ensure consistency of marketing across the trust; they would meet inspectors; support the volunteer community; support parent staff prayer group; organise MAT collective worship and plan church school links &amp; ecumenical engagement. The post can be funded from the top slice cross three schools and there is a need to employ someone with a teaching qualification at some level.</li> </ul> <p><b>Directors asked if there were connections at St. Wilfrid's.</b></p> <ul style="list-style-type: none"> <li>• Directors were informed the incumbent clergy left St. Wilfrid's on 02.09.15 and the Diocese might only replace with a 0.5 post of the vicar of St. Wilfrid's. This proposal/suggestion is in addition to this post. The key question is approval to explore further, not the principal of the post but the finance to support the post.</li> </ul> <p><b>Directors asked who would make the appointment</b></p> <ul style="list-style-type: none"> <li>• Directors were informed the Board of Directors would make the appointment to a pastoral post.</li> <li>• Concern is that the finances need to be robust and the projections maybe for the next 7 years. At the minute the staffing structures needs to unpicked and standardised. It was felt this might be premature to commit at this stage. St. Wilfrid's is currently 1.5 FE and can grow to a 2 FE as they</li> </ul>	

<p>have the accommodation to grow.</p> <p><b>In principal Directors expressed they were supportive of this position across the trust.</b></p>	
<p><b>11. Correspondence</b></p> <ul style="list-style-type: none"> <li>• There was no correspondence to share with Directors</li> </ul>	
<p><b>12. Dates of future meetings</b></p> <ul style="list-style-type: none"> <li>• Wednesday 23rd March 2016 at 7.30 p.m.</li> <li>• Wednesday 13<sup>th</sup> July 2016 at 7.30 p.m.</li> </ul>	
<p><b>13.</b> The closing prayer was led by Nick Bundock</p>	

Signed.....Date.....

Mr Paul Good (Chair)

**Meeting closed at 10.05pm**