

**Minutes of a Meeting of the Strategic Governing Body of
Burfield Academy and Hawkes Farm Academy
Tuesday 13th November 2018 @ 5pm at Burfield Academy**

Name	Position	Attendance
David Duke (DD) - Chair	Co-opted STEP Governor	Present
Nicky Eckert (NE)	Co-opted STEP Governor	Present
Jeremy Wyld (JW)	Co-opted STEP Governor	Present
Laura Carpenter (LC)	Parent Governor, Burfield Academy	Present
James Still (JS)	Parent Governor, Hawkes Farm Academy	Present
Jeremy Meek (JM)	Head Teacher, Hawkes Farm Academy and Acting Executive Headteacher at Burfield	Present
Dee Hughes (DH)	Head of School, Burfield Academy	Present
Danielle King (DK)	Staff Governor, Burfield Academy	Present, until 6.40pm
Michael Cotton (MC)	Staff Governor, Hawkes Farm Academy	Present, until 6.40pm
Other Attendees		
Tim Mills (TM)	Executive Head Teacher	Present
Mark Ducker (MD)	STEP CEO	Present, until 6.40pm
James Hooper (JH)	STEP Director of Operational Services	Present, until 6.40pm
Lynn Bannister (LB)	Business Manager	Present, until 5.15pm
Paul King (PK)	Prospective Governor	Present, until 6.40pm
Sarah Morgan (SM)	Clerk to the SGB	Present

No.	Agenda Item	Action
STEP First – We are all one Team		
1	<p><u>Welcome, Apologies and Housekeeping</u> SM welcomed everyone to the meeting and introduced the new attendees; PK, MD, JH, DK and MC. No apologies had been received and all governors were present.</p> <p>DH confirmed the evacuation procedures. SM highlighted the requirement to have a trained first aider and fire warden on the premises for all meetings. This was covered by LB.</p>	
2	<p><u>Quorum</u> SM established that the meeting was quorate.</p>	
3	<p><u>Election of Chair and Vice-Chair 2018/19</u> SM invited nominations / self-nominations for the position of Chair. JM proposed DD, who had stood in as interim Chair following the departure of John Wentworth in the summer. DD was happy to stand for Chair and there were no other nominations put forward. DD was duly elected as Chair.</p> <p>DD then invited nominations / self-nominations for the position of Vice-Chair, currently vacant. NE agreed to take on the position and was duly elected.</p>	
4	<p><u>Declaration of Pecuniary Interests and/or Conflict of Interests</u> There were no interests declared by those present regarding agenda items.</p>	

<p>5</p>	<p><u>STEP Governance / SGB Membership</u></p> <p><u>Purpose and remit of SGBs</u></p> <p>MD explained that the Scheme of Delegation was being reviewed in response to STEP evolving and roles and responsibilities changing. The Trustees and the EMT wanted to engage governors in the process. STEP Ahead training sessions had been held in October and MD thanked those governors who had attended. Good feedback had been received and a briefing paper produced which summarised the feedback (circulated). A draft Scheme of Delegation would be considered in the spring and presented to SGBs, for full implementation in September.</p> <p>The sessions had raised three main issues; the need for role clarity, a consensus that governors want to make a worthwhile difference and, although governors were no longer responsible for certain processes, they still needed to know about them. Communication needed addressing. There was a general opinion that governors should (at least) be responsible for the following three tasks:</p> <ul style="list-style-type: none"> • Standards – focusing on outcomes, including the different groups • Safeguarding – monitoring needed to remain local • Stakeholder engagement – how we communicate with staff, pupils, parents and the wider community, including pupil voice and staff well-being <p>MD invited comments from governors to feedback to Trustees and the following points were made:</p> <ul style="list-style-type: none"> • There was a need for parental engagement from governors and, if they knew when events were being held, they could come in, if available. Casual engagement could be beneficial, so parents recognised a face • NE requested a termly events email. SM to remind Head Teachers • JM suggested talking to parents at the gate • A joint marketing event for the STEP Hailsham schools had been held on Saturday and there were a constant stream of people coming through. Seven signed up for tours <p><u>SGB membership</u></p> <p>With the loss of John Wentworth, Brigid Wells and Olly Chadwick in the summer, SM reported that there were currently three Co-opted Governor vacancies. She would continue to seek suitable candidates.</p> <p><u>Skills Audit</u></p> <p>A Skills Gap Analysis Report had been circulated and SM asked all those who had not yet completed the audit on The Trust Governor, to do so – it was a simple process. The skills audit was a useful tool for recruitment and it was noted that experience in teaching and learning was currently strong. However, the SGB may well be looking for different skills next year.</p> <p><u>Lead Governor roles</u></p> <p>Whilst the Scheme of Delegation was under review, the following appointments were approved:</p> <ul style="list-style-type: none"> • Safeguarding Governor – Jeremy Wyld • Finance Governor – No governor was available for this role but JH confirmed that this was not needed. There was plenty of scrutiny at executive level and governors would still receive finance reports • Standards Governor – David Duke • SEND / Inclusion / CLA Governor – Laura Carpenter • Pupil Premium Governor & PDBW Governor – Nicky Eckert • Academy Website Monitoring – James Still. JS had sent a completed checklist to SM. He had been impressed by the websites and the uniformed structure 	<p>SM</p> <p>ALL</p>
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6	<p><u>STEP Board of Trustees Update</u></p> <p>Governors had received the termly update and noted the recent STEP Policies approved by Trustees. MD stated that this report may just be circulated in future rather than an agenda item. There were no questions.</p>	
7	<p><u>Community Engagement</u></p> <p>Governors had received a briefing paper and JH explained that a parent survey had been carried out in July to establish how parents felt following some turbulent times; Hawkes Farm had been subject to forced academisation, with the school going from outstanding to inadequate and Burfield had taken over from a failed school. A number of changes had been made and there had not been much good news. But both schools were improving rapidly with stable staffing and a unified SGB. But how to get the good messages out there?</p> <p>The biggest risk was pupil numbers. There were currently 12 vacancies across both schools and this equated to £30k in lost income. From September next year, there would be 157 vacant spaces in Reception in Hailsham. Hailsham Community College were due to open a 2FE Primary School in September and there seemed to be no rationale for ESCC agreeing to this new provision.</p> <p>STEP were ahead of others in marketing their schools, with the joint marketing event on Saturday and pro-actively chasing parents to get them through the doors. Each school had their own unique characteristics and parents were encouraged to visit all if they wanted to. DH had also been on the radio last week, promoting STEP.</p> <p>A key risk for Hawkes Farm was Ofsted and parent view. Ofsted was imminent and it was crucial to gain a good or outstanding report.</p> <p>JH concluded that both schools had received external support and they now wanted the SGBs to continue; events, presence, social media etc. This should be their key objective now. Governors knew the area and the schools. Parents also, were willing to advocate the schools and wanted the best for them. This should be capitalized upon and there was a huge sense of community in Hailsham.</p> <p>The following comments were made:</p> <ul style="list-style-type: none"> • JM had already provided two 40 minute tours and parents had commented on how the pupils were focused and engaged • There was a daily presence on social media to engage parents • Nine parent workshops had been arranged for this year showing how and why the schools did what they did. The workshops were proving successful with parents mixing between schools • The key thing was getting parents in to see the pupils working • There was a perception that STEP was a closed organisation so the doors should be opened up. This would show that the schools were responding to parent comments and that they had an influence • JH was working with JM and DH on what the strategy would look like • Phoenix and White House SGB had appointed a Community Awareness Governor at their meeting the previous night and perhaps this could be considered • What was happening in the STEP Hailsham Academies was not happening elsewhere. Much research had been completed by STEP on this approach but it would need explaining to parents. SGB's needed a deep understanding of what was going on in the classrooms so they would be able to answer questions with confidence • The majority of parents' comments one or two years ago, were negative. However, JS did not feel that now. There was a sense of positivity, especially at Hawkes Farm where parents were very positive about how STEP had turned things around. DH echoed this by stating that there was a massive change in parent perception. There was stable staffing and a stable SLT and the positive comments were coming from the challenging parents 	

	<ul style="list-style-type: none"> JM stated that he had spent much time in the first two years on parent complaints. In contrast, he had received no complaints this academic year. He added however, that there was still a core group in the community that did not buy into STEP <p>The following questions were raised:</p> <p>Q – Was there a general mistrust about Multi Academy Trusts? A – There was a significant minority of parents against MATs when Hawkes Farm was converted but they were now feeding back positively. There was some focus on the STEP organisation itself</p> <p>Q – The websites were a bit dull. Could they be livened up with photos, for example? A – A large number of photos had been taken recently and were ready to upload to the websites</p> <p>Q – Who were the direct competitors in the Hailsham area? A – Grovelands were the main competitors (3FE). The new HCC Primary (2FE) would also be direct competition, especially to Hawkes Farm as the site was being built close by. Park Mead and Polegate were also competitors but outside of Hailsham itself (Polegate had increased from 2FE to 3FE)</p> <p>Q – Who was funding the new HCC school? A – ESCC were providing the funding but they had bid for government funds for it. MD was concerned that the new build had been signed off by the Regional Schools Commissioner based on optimistic evidence on numbers. However, TM added that STEP were primary specialists and Angel Oak was now a teaching school</p>	
STEP Way – We agree to do things like this		
8	<p><u>Safeguarding</u> The EMT, including Jennese Alozie, STEP Director of Performance and Effectiveness, had visited the schools three times and part of their focus was safeguarding. Noted that LB checked the Single Central Record (SCR) but NE agreed to visit next term to check the SCR.</p> <p>SM sent round a list for governors to sign to say that they had read and understood the updated KCSIE September 2018 document. SM confirmed that all governors had completed safeguarding training within the last year.</p>	NE
9	<p><u>Admissions 2020/21</u> Trustees were currently considering bringing in year admissions for the year 2020/21, in house, instead of using ESCC. This would make the process easier for schools and also save money.</p>	
STEP Up – We all succeed together		
10	<p><u>Educational Standards</u> <u>Hawkes Farm Head Teacher Report</u> Copies of a Head Teacher Report had been previously circulated and JM reported that the current self-assessment was outstanding across all areas. This evaluation had been agreed by a former HMI during an annual LA review. JM drew attention to the T & L comments made on page 4 and he explained about keep up sessions.</p> <p>Q – The outcomes for KS2 reading and writing were sitting slightly below national average? A – JM explained the amended approach to reading. All pupils were reading for 35 minutes a day and this was improving their fluency. There were also two ‘close reading’ sessions a week. A graduate had been placed in Year 6 this year who was running interventions in the afternoons, including reading. JM expected results to be above average this year. Noted that all progress had been above national average. MD added that the guidance from Ofsted stated that Inspectors would now focus on current data, not historical data.</p>	

	<p>DD had recently visited a Year 6 class and he was given a long, contextual response to his question, by a pupil. DD encouraged governors to go in and observe reading. TM then spoke about a new book dispelling the seven myths of education. Parents had commented that there was no fun in the STEP Academies as children weren't dressing up for example. But TM stated that children were not actually learning anything from dressing up. The fun was with the learning. JM added that the pupils were so engaged that they didn't even look up when visitors came in the room – that was a very positive sign.</p> <p><u>Burfield Head Teacher Report</u></p> <p>Copies of a Head Teacher Report had been previously circulated and DH reported that the current self-assessment was good across all areas. This too had been agreed at the annual LA review. DH highlighted the following:</p> <ul style="list-style-type: none"> • Burfield were following the same programmes for reading and Maths as Hawkes Farm. The same standards were seen in both schools • Three members of staff were undertaking the NPQSL and one, the NPQML, all funded through STEP • Behaviour continued to improve • Outcomes were not yet at national average but that was this year's target <p>Q – How were the targets set?</p> <p>A – DH looked at where the pupils were last year, where they were now and what progress they could expect to make. National standards were also considered. TM added that target setting was a very rigorous process. Fischer Family Trust (FFT) made relatively accurate predictions and the tough, aspirational targets were based within the top 5% of the country</p> <ul style="list-style-type: none"> • Attendance figures were rising. They had been 93-94% last year and, after much hard work, the current figure was just over 96% • Lateness had also improved, from 1.67% to 0.76% <p><u>Academy Improvement Plans & Self-Evaluations (SASE)</u></p> <p>The AIPs and SASEs for both schools had been circulated and JM reported that the AIPs were reviewed every half term by the SLT. They guided everyday practice.</p> <p><u>Sports Funding Plans & PPG Plans</u></p> <p>These documents had been pre-distributed and were duly noted.</p> <p><u>Governor Visits & Next Governor Day</u></p> <p>DD had visited both schools twice to visit all year groups, meet staff and monitor the quality of teaching, learning, pupil behaviour, the learning environment and the wider curriculum (reports circulated). He was pleased to report that he saw no difference between the two schools now. He had been very impressed during his visits and felt there were the strongest teaching teams in place. DD was able to wander around and made to feel welcome and his presence did not impact at all. He witnessed very good teaching and total engagement. The children were happy to explain what they were doing and they looked like they were having fun.</p> <p>LC had also visited both schools, focusing on the SEN needs of the new Reception children. She too agreed that teaching and learning was the same across both schools.</p> <p>The next Governor Day was scheduled for 30th November. However, JM, DH and some governors could no longer make this date. SM would re-arrange an alternative date by email.</p>	SM
11	<p>Financial Management</p> <p>A confidential minute was taken for this item, which was dealt with after agenda item 4.</p>	
STEP Ahead – We invest in our future		

12	<p><u>Governing Body Training</u></p> <p>DD had attended safeguarding training at the staff INSET day in September. He found it useful talking to staff from the other two Hailsham Academies. However, NE, who had also attended, felt that there were far too many people present for it to be meaningful.</p> <p>NE and SM had attended an online safety training session, which had been interesting and useful. SM agreed to feed back comments to STEP central.</p> <p>JS had found the STEP Ahead session to be very beneficial, in both the content and for the opportunity for the East Sussex SGBs to come together. Networking opportunities should be more actively pursued and MD added that this did not need to be set up by STEP central. The SGB Chairs and Vice-Chairs had already agreed to meet up.</p>	SM
13	<p><u>Correspondence to the Chair</u></p> <p>DD had not received any relevant correspondence.</p>	
14	<p><u>Minutes of the Last Meeting and Matters Arising</u></p> <p>The minutes of the meeting held on 12th July 2018, including confidential Part B1, were approved and signed. SM was still awaiting confirmation of the responsibilities of the Safeguarding Governor. All other action points had been addressed.</p>	
15	<p><u>Any Other Urgent Business</u></p> <p>There was no other business presented.</p>	
16	<p><u>Meeting Impact</u></p> <ul style="list-style-type: none"> • Useful discussions on community engagement • The aspirations of the SLT were clear • The questions on reading data and setting targets, were very welcome • The reports presented were much clearer now; the Finance reports covering the critical points and the Head Teacher Reports, easy to understand 	
17	<p><u>Meeting Dates</u></p> <p>The SGB would next meet on Monday 11th February @ 5pm at Hawkes Farm. The meeting dates for 2018/19 had been circulated. Noted that there was an error on the TTG calendar. It showed the original date for tonight's meeting – 15th November. SM to rectify.</p>	SM
18	<p><u>Publication of Minutes</u></p> <p>The financial items would be recorded as confidential (Part B).</p>	
19	<p><u>Confidential Matters</u></p> <p>MD, JH, DK, MC and PK left the meeting at this point (6.40pm) and a confidential minute was taken.</p>	

The meeting closed at 6.45pm
SM 171118

Summary of Action Points

Agenda Item	Action	Owner
5	SM to remind Head Teachers to send termly events emails	SM
5	Governor to complete Skills Audit on TTG	ALL

8	<i>NE to carry out SCR check next term</i>	<i>NE</i>
10	<i>SM to arrange next Governor Day</i>	<i>SM</i>
12	<i>SM to feed back online safety comments to STEP central</i>	<i>SM</i>
17	<i>SM to check calendar dates on TTG</i>	<i>SM</i>

Signed as a true and accurate record of the meeting	
Chair's Signature	
Chair's Name	
Date	