

Minutes of the Recreation Road Infant School  
Full Governing Body Meeting

held at Recreation Road, Norwich Norfolk

on Wednesday, 4<sup>th</sup> October 2017, 7pm

**GOVERNORS PRESENT:** Marion Flaxman (MF) (Chair), Simon Bloomfield (SB), Serena Dixon (SD)(Headteacher), Michael Bunting (MB), Emily Papaleo (EP) (arriving late), Pirita Paajanen (PMP), Matthew Hartley (MH), Elizabeth Walker (EW), Cat Cator (CC), Judith Hanlon (JH), Jonathan Mawer (JM), Flo Harrison (FH)

**Clerk: Jutta Wright**

Item No	Description	Action
<b>ALL GOVERNORS PRESENT CONFIRMED THAT THEY DID NOT HAVE ANY INTERESTS TO DECLARE IN ANY ITEMS ON THIS AGENDA IN ACCORDANCE WITH THE DUTY IMPOSED BY SECTIONS 182 and 177 OF THE COMPANIES ACT 2006.</b>		
<b>1.</b>	<b>Welcome/Apologies</b>	
	EP advised prior to the meeting that she would be arriving late. Chris Pape was absent. The meeting was quorate.	
<b>2.</b>	<b>Declaration of Business Interests/Conflicts of Interests</b>	
	None.	
<b>3.</b>	<b>Minutes of previous meeting 5<sup>th</sup> July 2017 (including confidential minutes)</b>	
	The minutes of the previous meeting 5 <sup>th</sup> July 2017 were agreed and signed as a true and accurate record of the meeting. The confidential minutes 5 <sup>th</sup> July 2017 were agreed, signed and filed using the guidelines from Governance and Leadership Service.	
<b>4.</b>	<b>Matters Arising</b>	
	<b>Item 3:</b> SD advised that she had no further contact with the Dandelion Nursery since the end of the summer term and that this item is currently not a key priority.  <b>Item 14:</b> MH and FH have carried out a review of the role of clerk and	

	chair and have published their report on Governor Hub.	
<b>5.</b>	<b>Election of Chair and Vice Chair</b>	
	The Clerk conducted the election for Chair of Governor and asked for nominations. FH proposed MF for the role of Chair. The Governing Body elected MF for Chair of Governors. MH seconded. MF conducted the election for Vice Chair and asked for nominations. As there were no nominations for role of Vice Chair the Governing Body decided to defer the election to the next meeting.	<b>Election of Vice Chair to be added to the next meeting agenda</b>
<b>5.1</b>	<b>Election of Chair and Vice Chair of Committees</b>  The Governing Body elected PMP for the role of Chair for the T&L Committee and MH for the role of Vice Chair of the T&L Committee. MF proposed and SD seconded.  The Governing Body elected SB for the role of Chair of the Resources Committee and FH for the role of Vice Chair. MF proposed and SD seconded.	
<b>6.</b>	<b>Committees</b>	
<b>6.1</b>	<b>Teaching and Learning / Resources Committee</b>  <b>T&amp;L</b>  PMP provided a verbal update from the T&L Committee. <ul style="list-style-type: none"> <li>• Phonics results show slightly below national average.</li> <li>• Monitoring for phonics to be looked at and FFT data will be available in November.</li> <li>• Boys outperformed girls in Year 1 phonics</li> <li>• Disadvantaged pupils performed well in phonics and end of Key Stage 1 assessments, which demonstrated that the gap is closing.</li> </ul> <b>Resources</b>  FH has posted an update from the Resources Committee on Governor Hub. The workload of finance/office staff resulted in a delay of the BCR and it will therefore now need to be signed off at the November Resources Committee meeting.	<b>BCR to be added to Resources Committee agenda 16/11/17</b>
<b>7.</b>	<b>Governor Briefing from Head Designate (including staffing structure)</b>	
	MB presented the proposed staffing structure and vision for the school for the next 5 years and advised that whilst this is a highly successful school and proven to deliver good results for its pupils, it is important to be aware of the different kind of landscapes. MB would like to	

continue with the same vision and values but they should be clearer and measurable so self-evaluation is more effective. The aim is observable standards.

**Organisational structure**

MB is committed to the Co-operative Trust as part of an inclusive MAT model and to accommodate the wide range of needs of pupils for whom special schools will provide vital expertise. Stakeholder involvement (e.g. families and the community) will be crucial. It will be important to look at the great strength of the existing schools and to have an honest and frank relationship. Focus of the conversation should be ethos and values and what is right for the child. Developments will need to be communicated to the families to keep them informed.

Care and Competency are hard to differentiate, but maths requires improvements as it is not as purposeful and context-based at the moment. Focus should be on problem solving, developing a deep understanding of number and active means of maths. Our approach to teaching maths is being refined in Year 1, with the aim that it will move into Year 2 next school year. Early Years will look at developing a more competency based model of assessment to secure a richer understanding of number.

The Mantle of Expert approach must not get lost and as it helps develop practitioners who are responsive to children’s needs and motivations. We need to go back to basics and consolidate the staff team’s understanding of Drama for Learning so that they can work in this way in the classroom. It is also important to harness Luke Wheeler’s experience. He is now working in Early Years and has agreed to work with the school around training

Nurture has been a contained phenomenon, but should largely take place in the classroom and only a small amount in the Nest. The Practitioner is already now working in the classroom to provide a nurture rich environment. Classrooms need to take much more responsibility for nurture.

To deliver this vision, we need to develop core subject leads (including joint leads in Maths and English to provide contingency). We also need to harness the energy, passion and expertise of our staff by creating ‘staff champions’ for other key aspects of school development and responsibility. Refining the approach for Mantle of Expert to make it fit better. It is a Y2 model now, but what will it look like in Nursery. Nurture school practices are to be embedded across the school.

Resources will need to move into a position where the school is balancing its budget within each financial year. The National Funding Formula is becoming clearer but the full implications are not clear yet. The information so far points to a ‘flat-lining’ of income at best, against

	<p>a backdrop of increasing cost. Priority is in ensuring that the leadership team is efficient in its structure and use of resources.</p> <p>Floating TLRs are proposed, to provide additional oversight and accountability for key areas of the SIDP. The Business Manager will take part in Schools Leadership Team meetings to ensure that the financial viewpoint is represented when key decisions are being made by the wider team.</p> <p>Priorities will need to be costed out.</p> <p>EP arrived at the meeting.</p> <p>The SIDP will need to be more realistically paced and based on Care, Competence, Character and Capacity.</p> <p>MB has published his proposed staffing structure on Governor Hub and advised that the model provides short-term contingency in the event of key staff members leaving. The current development needs of the staff team require Senior Leaders who lead through their teaching practice. This model provides what's needed. It also makes it possible to increase leadership capacity at peak times, or in response to staff absence.</p> <p>Clearer and more efficient systems and processes are required. There are plans to move to one integrated system for data which would mean cutting data entry type tasks to a minimum and all information would be in one place. Systems need to be as streamlined as possible.</p> <p>MB invited questions from Governors –</p> <p><b>JH thanked MB for all the information and asked if staff would be spread too thinly under the new structure.</b> MB advised that the structure will ensure that more leadership staff are influencing practice from within the classroom. This is what's currently needed. Our staff on Upper Pay Range need to be used more effectively, as they understand the school ethos and pedagogy as well as anyone. The model should make it easier for colleagues in classroom to inform and influence the school's direction and priorities. <b>EW asked how staff can physically support each other to disseminate the expertise.</b> MB advised that this will be achieved through mentoring on the ground. Cover Supervisors will help to facilitate this.</p> <p><b>MF asked how the support staff will be part of the structure.</b> MB advised that they remain crucial. They can equally 'champion' school priorities, alongside teaching staff.</p> <p><b>PMP asked – time or outcome limited TLRs how will these work?</b> MB advised that they will start as TLR 3 (project specific / time limited) roles. They can be attached to aspects of the SIDP, with clear success criteria and / or time limits. This creates inbuilt flexibility in the leadership structure. <b>MH asked about the Governing Body's</b></p>	
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	<p><b>involvement in this process.</b> MB advised that sessions are planned which are shaped into the CPD plan and Governors may be able to attend a twilight session.</p> <p>MF asked if Governors are happy with the proposal and to move forward with two Assistant Heads instead of one Deputy Head. The Governing Body agreed this model and to put staff in place over the next half term.</p> <p>MB has taken advice from HR. There will be a clear specification around the roles. There are already some internal candidates. MB will suggest some dates to Governors to look at the applications. <b>SB asked if longer term finances should be looked at a later point.</b> MB advised that this is a cost effective model going forward.</p>	<p><b>MB to e-mail governors with dates to look at applications</b></p>
<p><b>8.</b></p>	<p><b>Headteacher's Report (based on link Governors roles)</b></p>	
	<p>The Headteacher's Report was available for Governors to read prior to the meeting.</p> <p><a href="https://app.governorhub.com/document/59cbc8eedb94610001c97d6f/view">https://app.governorhub.com/document/59cbc8eedb94610001c97d6f/view</a></p> <p>FH has sent some questions to SD prior to the meeting:</p> <p><b>Q - 16/17: How many pupils eligible for PP took part in the digital leaders scheme?</b></p> <p><b>Q - 17/18: Are PP numbers known for reception and will funding increase once these are added?</b></p> <p><b>Q - Where activities are part funded by PP, where to the rest of the funds come from, and what is the total cost? (i.e. what proportion of the costs of the Nest, for example, come from PP?)</b></p> <p><b>Q - The PP plan has remained fairly similar for the last few years. Have changes been considered?</b></p> <p>SD provided the following answers to the above questions–</p> <p>Regarding Year R pupils we should be receiving information re eligibility soon. Funding will possibly change following Oct and then Jan census but the figure we are using is that indicated by pupil numbers at previous census. 2016-17 digital leaders had two pupils attracting pp the same will apply for the coming academic year.</p> <p>Funding for Nest resources comes from main school budget but one member of staff's costs are paid from PP.</p> <p>We did discuss the needs of this particular cohort at Leadership Meeting 13th Sept and then 27th Sept looking at pupil needs. We have assigned these projects currently to address needs but have also looked to provide access to enhanced provision eg. ukelele or Sunflower club as required. In light of the new SIDP it may well be that there is a</p>	

	<p>different focus on maths learning enhancement if that should prove necessary for PP cohort.</p> <p>Governors to be aware that SD is working Wednesday to Friday this term to ensure full SEND cover on the days when SENDCO is not in work</p>	
<b>9.</b>	<b>Headteacher's Performance Management</b>	
	<p>An external advisor has been allocated and the performance management will take place either w/b 20<sup>th</sup> November or 27<sup>th</sup> November. SD to circulate dates once she has received a reply from Educator Solutions. MH and JH to attend.</p>	<b>SD to circulate dates for HT Performance Management</b>
<b>10.</b>	<b>Review of Policies</b>	
	<ul style="list-style-type: none"> <li>• Business Continuity Plan (recommended for approval by the Resources Committee)</li> <li>• Appraisal Policy (recommended for approval by the Resources Committee)</li> <li>• Charging Policy (recommended for approval by the Resources Committee)</li> <li>• Annual SEN Information Report (deferred to next meeting)</li> <li>• Health &amp; Safety Policy (LA Policy)</li> <li>• Parent Respect Policy (still in line with Avenues Junior School)</li> </ul> <p>The above policies were agreed by the Governing Body. SB proposed, FH seconded.</p>	<b>Approval of annual SEN information report to be added to next agenda</b>
<b>11.</b>	<b>Impact of new Teachers' Pay and Conditions document</b>	
	<p>This item will be discussed at the November Resources Committee.</p>	<b>Impact of new Teachers' Pay and Conditions document to be added to Resources Committee agenda 16/11/17</b>
<b>12.</b>	<b>Themed Audits (MI Sheet 122/17)</b>	
	<ul style="list-style-type: none"> <li>• Information Security</li> <li>• Pupil Premium</li> </ul> <p>To be discussed at the November Resources Committee meeting.</p>	<b>Themed Audits (MI Sheet 122/17) to be added to Resources Committee agenda 16/11/17</b>
<b>13.</b>	<b>Setting School/Pupil and attendance targets</b>	

	SD recommended to set the attendance target at 96%. The Governing Body agreed this attendance target. PMP proposed, SB seconded.	
<b>14.</b>	<p><b>Review of net capacity of the school</b></p> <ul style="list-style-type: none"> <li>• <b>Pupil Numbers</b></li> </ul> <p>SD recommended to keep with the current Pupil Admission Number of 120 pupils per year group. The Governing Body agreed the pupil numbers. MF proposed, SB seconded.</p>	
<b>15.</b>	<p><b>Governor Monitoring, Development and Training</b></p> <ul style="list-style-type: none"> <li>• <b>Governor Monitoring Reports</b></li> </ul> <p>MF advised that a monitoring framework has been proposed. Governors have a responsibility to take this on board and to ensure that reports are fed back and that these can form the basis of future Governor Newsletters to inform parents. EW and MF are focussing on SEND, Safeguarding, Nurture and Outdoor learning monitoring this term.</p> <ul style="list-style-type: none"> <li>• <b>Governor Training Feedback</b></li> </ul> <p>None</p> <ul style="list-style-type: none"> <li>• <b>SEND Update</b></li> </ul> <p>None</p> <ul style="list-style-type: none"> <li>• <b>Governors Skills/Training Audit</b></li> </ul> <p>Not required at present.</p> <ul style="list-style-type: none"> <li>• <b>Governor Training Plan</b></li> </ul> <p>SB will e-mail Governors regarding training requirements. The Clerk had already prepared the current training records from Governor Hub.</p> <ul style="list-style-type: none"> <li>• <b>H&amp;S Monitoring Report</b></li> </ul> <p>The report will be provided after the fire drill has taken place. JM to attend.</p>	<b>SB to e-mail Governors ref. training</b>
<b>16.</b>	<b>Governor Issues</b>	
<b>16.1</b>	<p><b>Membership of Governing Body</b></p> <ul style="list-style-type: none"> <li>• <b>Staff Governor Vacancy</b></li> </ul> <p>SD advised that the staff governor vacancy has been publicised, but so far no nominations have been received. EP suggested for Governors to send a communication to staff and highlight the importance of the role. The Clerk advised that if no teacher comes forward, a support staff member can be elected.</p> <ul style="list-style-type: none"> <li>• <b>End of Term of office JH and EP (14<sup>th</sup> December 2017)</b></li> </ul> <p>EP advised that due to work commitments she will be unable to continue as a full Governor, but would still like to be involved. The Clerk suggested the option to continue as an Associate.</p>	

	<p>JH advised that she would be able continue with her role short term as she has only been part of the Resources Committee for a short while and would like to continue with it. MF felt that it was important to maintain some stability during the process of academisation.</p> <p>MF thanked on behalf of the Governors EP and JH for their work and continued support to the school.</p>	
<b>16.2</b>	<p><b>Agree Governing Body Priorities for 2017/18</b></p> <p>MB advised that the Governing Body's priorities should link in with his vision for the school and Character, Capacity, Care, Competency</p> <p>Governor support is particularly required for</p> <ul style="list-style-type: none"> <li>• Nurture principles in the classroom</li> <li>• Maths – Y1 learning experiences.</li> <li>• Effectiveness of new leadership structure</li> <li>• Character – measurable on aims and values, Governors to do some learning walks and also financial monitoring required.</li> </ul> <p>MB will send a timeline out for appointments and also provide dates of twilight session.</p>	<p><b>MB to e-mail timeline of appointments to Governors and dates of twilight sessions</b></p>
<b>16.3</b>	<p><b>Governing Body Delegation Planner</b></p> <p>SB advised that a separate Delegation planner may not be required as it is already included in the Terms of Reference.</p>	
<b>16.4</b>	<p><b>Governor Induction Programme/Pack</b></p> <p>The Clerk highlighted that a structured induction programme for new Governors would be useful.</p> <p>EP commented that if the school is converting to academy and with some existing governors leaving it will need to be ensured that remaining and new governors have the required skills. MF advised that after conversion academies will still have some financial responsibility (e.g. Pupil Premium and Sports Funding spend)</p>	
<b>16.5</b>	<p><b>Register of Business Interests</b></p> <p>Governors present at the meeting completed the Register of Business interests.</p>	<p><b>CP to complete Register of Business Interest</b></p>
<b>16.6</b>	<p><b>Review of Statutory Requirements</b></p> <ul style="list-style-type: none"> <li>• Review of Monitoring Strategy</li> </ul>	

	<ul style="list-style-type: none"> <li>• Governor Monitoring Programme</li> <li>• Appointment of Governors for delegated responsibilities</li> </ul> <p><b>Safeguarding</b>                      <b>EW, MF</b></p> <p><b>Performance Management</b>    <b>MH, JH</b></p> <p><b>SEND</b>                                      <b>MF</b></p> <p><b>Pupil Premium</b>                      <b>FH</b></p> <p><b>Training</b>                                  <b>SB</b></p> <p><b>LAC</b>                                        <b>EW, MF</b></p> <p><b>Safer Recruitment</b>                <b>MF, MH</b></p>	
<b>16.7</b>	<b>Review of Governors Code of Conduct</b>	
	Governors present signed the Code of Conduct.	<b>CP to sign Code of Conduct</b>
<b>16.8</b>	<b>Terms of Reference</b>	
	The Terms of reference were agreed. MF proposed, PMP seconded.	
<b>16.9</b>	<b>Election of Cluster Representative</b>	
	The Governing Body elected MF as Cluster Representative.	
<b>16.9.1</b>	<b>Governor Newsletter</b>	<b>EW and MF to include Nurture in next Governors Newsletter</b>
	MF has sent out a welcome letter to parents at the beginning of the term. MF and EW will include Nurture in the next newsletter.	
<b>17.</b>	<b>Clerk's Updates</b>	
	<ul style="list-style-type: none"> <li>• <b>Parental Engagement Toolkit</b></li> </ul> <p>The Clerk advised that a Parental Engagement Toolkit has been published and to review the area of partnership either a Committee or a small group of Governors take the lead to ensure that the findings are feeding into the overall school improvement planning. FH and PMP to look at this and feedback at next FGB.</p> <ul style="list-style-type: none"> <li>• <b>Clerking Briefing Update</b></li> </ul> <p>The Clerk highlighted that her summary from the Clerking Briefing she attended on 13<sup>th</sup> September 2017 has been uploaded on Governor Hub.</p>	<b>FH and PMP to look into Parental Engagement Toolkit and feed back at next FGB</b>
<b>18.</b>	<b>Any Other Business</b>	

	None.	
<b>19.</b>	<b>Confidential Items</b>	
	This item was recorded separately.	
<b>20.</b>	<b>Dates of next meetings:</b> Full Governing Body Meeting: 6/12/17 Resources Committee Meeting: 16/11/17 Teaching and Learning Committee Meeting: 16/11/17	