

## NEW MILLS SCHOOL MINUTES OF THE FULL GOVERNING BOARD MEETING

<b>Date:</b>	<b>Monday 16<sup>th</sup> December 2019 at 6:30pm</b>	
<b>Venue:</b>	<b>New Mills School</b>	
<b>Present:</b>	<b>Debbie McGloin (DMcG)</b> <b>Chris Furness (CF)</b> <b>Jeremy Poulter (JP)</b> <b>Felicity Wicks (FW)</b> <b>Sarah Cohen (SC)</b> <b>David Houlton (DH)</b> <b>Tyrone Roberts (TR)</b> <b>Tim O'Brien (TO)</b> <b>Keith Taylor (KT)</b>	<b>Headteacher</b> <b>LA Governor</b> <b>Parent Governor</b> <b>Co-opted Governor</b> <b>Staff Governor</b> <b>Co-opted Governor</b> <b>Parent Governor</b> <b>Parent Governor</b> <b>Co-opted Governor</b>
<b>Apologies:</b>	<b>Michael Shew (MS)</b> <b>Maggie Cole (MC)</b>	<b>Co-opted Governor</b> <b>Co-opted Governor</b>
<b>Absence:</b>	<b>Freda Rashdi (FR)</b>	<b>Parent Governor</b>
<b>In attendance:</b>	<b>Diana Malkin (DM)</b> <b>Alison Barker (AB)</b> <b>David Waugh (DW) (left at 7.30)</b>	<b>Clerk</b> <b>Assistant Headteacher</b> <b>CEO of TTLP</b>

The meeting met its quorum and started at 6.30 pm

<b>AGENDA ITEM 1</b>	<b>WELCOME AND INTRODUCTIONS</b>
<b>Discussion:</b>	The Chair welcomed everyone to the meeting, especially David Waugh, CEO of TTLP.

<b>AGENDA ITEM 2</b>	<b>APOLOGIES FOR ABSENCE</b>
<b>Discussion:</b>	Apologies were received from Michael Shew and Maggie Cole.
<b>Agreed:</b>	The apologies of the above-named governors were accepted.

<b>AGENDA ITEM 3</b>	<b>DECLARATIONS OF INTEREST IN AGENDA ITEMS</b>
<b>Discussion:</b>	There were no declarations of interest in any agenda items.

<b>AGENDA ITEM 4</b>	<b>TTLP UPDATE FROM DAVID WAUGH, CEO of The True Learning Partnership</b>
<b>Discussion:</b>	<p>David Waugh provided an update and presentation, following the due diligence carried out recently with a view to New Mills School joining TTLP. The following points were highlighted:</p> <ul style="list-style-type: none"> <li>• DW outlined TTLP projects with the DfE, which include the conversion of Disley Primary; conversion of Hague Bar Primary; Sponsorship of Glossopdale High School.</li> <li>• A meeting in January will consider the Glossopdale School, and Disley and Hague Bar will be discussed at the February Regional Schools Commissioner meetings, and hopefully will go through after that.</li> <li>• Other projects, which are pre DfE, are the conversion of New Mills School, the conversion of Disley Under 5s Nursery charitable provision; and the preferred sponsorship for a new free school, much further down the line.</li> <li>• A full set of TTLP audited accounts will be available from January 2020.</li> </ul>

There have been some purchase orders dated after the invoices, which were noted in the audit.

- The SEFs for TTLP schools will be also be made available. The SEF grade for Lostock Hall is Good and Poynton High School Good with Outstanding features.
- Staffing at TTLP was explained to the governors.
- A Trust Capacity Fund is being submitted, with a view to expanding the central team to sustain bringing the trust's expansion.
- A SIF submission for Glossopdale will be submitted in January 2020, with a view to buying in School Improvement capacity for the Trust.

**Q:** How many pupils are in the trust? **A:** Just under 1600. And if all goes to plan there will be just under 3000 with Disley and Hague Bar primaries. Above 3000 pupils, regulations state that the condition improvement fund cannot be applied for. New windows and fire alarms have been applied for at Poynton. With New Mills, TTLP pupil number would be around 3500. **Q:** How many are at Glossopdale? **A:** 1100.

- TTLP have carried out due diligence at NMS. DW thanked everyone at New Mills for making it a pleasant experience.
- Staffing, leadership, staffing practices, H&S and wellbeing, site and capital assets, standards, compliance and financial sustainability were considered.
- The findings were summarised in the document - broadly that New Mills is an efficient, well-run school. There is no off rolling or gaming; there is a wide curriculum; an open culture of information sharing; a highly flexible expert staff who are delivering the extra mile; good subject teaching and standards are achievable at Good; and an efficient curriculum and staffing deployment plan. There is a positive student sustainability position.
- The NFF has delivered a significant recent uplift in the funding for school.
- From a TTLP point of view, it is a positive partnership.
- Critical areas: servers are in urgent need of an upgrade, as are the desktops.
- A new telephone systems is needed and has been discussed at the RM committee.
- Staffing: there are many sole experts, but this is due to the size of the school.
- There is an historic financial liability for pensions, of around £18k, which predates the current leadership.
- There is a lack of in-depth HR support, it is bought in as and when needed.
- Longer term, sustainable staffing for the future is needed, given the executive head role of DMcG at Glossopdale.
- Transition SEN support is needed for Year 7s coming in. EHCPs are needed for a full referral, as some pupils may be missing out on support.
- Staffing grading and coverage could be an issue, eg. cover staff, first aiders, lead exam invigilators, lunchtime supervision, seclusion unit.
- There is nothing in the above that would make TTLP say no to NMS, because it is an efficiently run school.
- TTLP would suggest an 18-month conversion programme, with a target to convert on 1<sup>st</sup> April 2021, if NMS would like to.

**Q:** Why is it this a much longer than the original timeline? **A:** Because of the need to run a budget and see that NMS is sustainable. A budgetary alignment from April 2020 would run in parallel through TTLP systems. **Q:** Is this a new piece of information? **A:** Until the NFF and the changes to the budget, TTLP would not have been able to take on NMS, because the school would have been better off staying with DCC due to the £750k debt. TTLP would need the £750k to be cleared. **Q:** You've mentioned the deficit – how does that fit in with conversion? Could NMS still

convert with a deficit? **A:** Finances at the moment mean that it would be down to around £375k by April 2021, by which time NMS could start to pay it back to TTLP. TTLP would pay back the debt of £285k after conversion.

- The repayment and history of the debt were discussed.
- An application would be made in September 2020 to join TTLP and it would take from January 2020 to April 2021 to integrate NMS and to establish a conversion/associate membership.

**Q:** What would happen if NMS went through the alignment phase and at the end it was decided NMS did not want to join? **A:** As long as everything in the plan had an exit strategy and does not need too much unpicking, it would not have to join.

- After this, a formal resolution would be sought in April 2021. Resolution 2 would involve an application to the RSE, in July 2021, with the aim of conversion in September 2021. NMS can walk away any time up to a month before conversion. Resolution 3 would be obtaining the Academy Order and paying £25k for the legals. If conversion does not happen at that point, the academy grant has to be repaid.
- The governors discussed that NMS would like to enter into an 18-month conversion programme to join TTLP and to carry out a 6 weeks' stakeholder consultation initially.

**Q:** Are the other schools joining TTLP interdependent? **A:** They are independent of each other. It may be that both go in on 1<sup>st</sup> April 2020. TTLP need to make sure all the schools are protected and there are robust systems around financial security. Expanding too quickly has risks, such as not noticing related party transactions, which has happened with other trusts. **Q:** Are TTLP's audited accounts available? **A:** They will be at Companies House by 31<sup>st</sup> January 2020, but DW will email them before that. **Q:** There is an expectation of around 4% efficiency savings - what would the expectations be in the alignment phase? **A:** It will be cheaper to be in DCC, by not paying de-delegated funds to the LA. Nothing is paid until conversion. **Q:** Do you know whether NMS would make savings yet? **A:** There will be savings, because DCC is an expensive LA for SLAs, eg. HR, payroll and legal services are very expensive. There are savings to be made, and the de-delegated funding would be saved. There would be a significant savings on insurance. **Q:** Would the central team be able to support going up to 3000 pupils? **A:** The central team would need to be bigger, but the top slice would remain at 4%. **Q:** What is it in percentage terms at the moment? **A:** Around 8-9% equivalent. **Q:** Does anything have to stay with the LA? **A:** No.

- It was discussed that there are more schools in DCC who are academising, so the LA will be left with less money to put into Derbyshire schools. In addition, DCC are keen for NMS to join TTLP.

**Q:** In the initial period, would NMS be using TTLP's central team? **A:** Yes. **Q:** Is there anything that could happen to make TTLP step away during the transition period? **A:** If anything significant arose financially, or a significant safeguarding risk. It would need to be a high level. Due diligence has been carried out, so it would be something unforeseen. **Q:** What is the balance between NMS deciding our direction and the sort of top-down approach from the central team? **A:** Essentially, it is your school. Technically and legally, TTLP is the employer. The Scheme of Delegation is such that from the GAG funding, 4% is taken to run the central team, **Q:** With the January 2020 start on Teaching & Learning, would there be a chance for the SLT to input into the collaborative working? **A:** Yes, it would be co-constructed with NMS staff, it would not be a plan fixed by TTLP.

- DW advised that the main point is the current leadership structure and would like to be a part of the discussions on this, to know the journey and to offer HR and recruitment support.

	<p><b>Q:</b> Why is the current model a risk? <b>A:</b> Just because it is a temporary structure, by its nature it is a risk.</p> <p><i>DW was thanked for his presentation and left at 1925</i></p> <ul style="list-style-type: none"> <li>The governors discussed an EFGB to further discuss the academisation, and a Doodle poll will be organised with potential dates. (<i>see below date</i>).</li> </ul>
<b>Action:</b>	<ul style="list-style-type: none"> <li>A Doodle Poll to be circulated to fix an EFGB date. <b>FW completed</b></li> <li>Questions to be circulated before the meeting by email. <b>All governors.</b></li> <li>The EFGB meeting has since been agreed as Weds 22<sup>nd</sup> Jan 2020.</li> </ul>

<b>AGENDA ITEM 5</b>	<b>MINUTES OF THE LAST MEETING 17<sup>TH</sup> OCTOBER 2019</b>
<b>Discussion:</b>	The minutes of the last meeting were considered by the governors.
<b>Decision:</b>	The minutes of the meeting of 17 <sup>th</sup> October 2019 were accepted as a true and accurate record of the meeting and were signed by the Chair.

<b>AGENDA ITEM 6</b>	<b>MATTERS ARISING FROM LAST MINUTES 17<sup>TH</sup> OCTOBER 2019</b>
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>There is a vacancy for another Co-opted Governor, and a parent who is a teacher at another school has informally approached FW to enquire.</li> <li>Sarah Cohen is now also part of the Inclusion &amp; Wellbeing Committee.</li> </ul>

<b>AGENDA ITEM 7</b>	<b>SEF UPDATE</b>
<b>Discussion:</b>	<p>DMcG presented the Leadership &amp; Management section of the SEF, completed by DMcG, AB and CJ:</p> <ul style="list-style-type: none"> <li>NMS have assessed themselves as good, at all levels including governance. The reasons for this are evidenced in the SEF.</li> <li>There are some “even better ifs” which are PP outcomes, and some subjects such as Geography and Design.</li> <li>The sub criteria from the framework were considered by the governors.</li> <li>A new section is around teacher knowledge. NMS graded themselves as a 2 on that, ie. the majority of the teaching is delivered by specialist subject teachers with good subject knowledge.</li> </ul> <p><b>Areas for development include:</b></p> <ul style="list-style-type: none"> <li>Assessment design: being led by AB and following a programme by Evidence Based Education. It is becoming more accurate.</li> <li>Vision &amp; Values – NMS do not off roll or game, that is, they do not find ways of some Year 11 students’ results not counting in the school’s figures. Gaming is offering qualifications that bring the school’s results up but are very achievable. NMS also take in students into Year 11 who have been very challenging.</li> <li>Alternative Provision will be focused on by Ofsted going forward, specifically the need for schools to ensure they still have a curriculum that is ambitious and challenging for them.</li> <li>Engagement with students, parents and the wider community. There is a lot of this at NMS, with many community events around music and arts. There could be stronger links with employers in some subjects, which is part of the Improvement Plan.</li> <li>Hard to reach parents. There is the need to strengthen relationships so that these parents can support school.</li> </ul>

- Managing staff workload: this is another new aspect. Governors are responsible for managing the Headteacher's workload.
- Protecting Staff from Bullying and Harassment: this is being discussed with the SLT with a view to drawing up a new policy. This will be discussed at the next FGB meeting. A PEGS (Peak Edge Group of Schools) parental behaviour policy is also needed.
- The communications and email policy has helped with the above protecting staff policy. There is now also a Vexatious Parent Policy, which can result in a ban from the site.
- Governance was judged as a 2, which is Good.
- Governors discussed the areas for development.
- There is a good governance document from ASCL and other organisations, which gives an overview of governance.
- FW suggests that from September next year, governors will be asked to be part of the Ofsted team and be there on the day of the inspection.

Governance areas to focus on:

- 360 assessment of governors and chair.
- Headteacher's report to contain attendance, exclusions, behaviour, complaints, SEN and PP data.
- The IW committee then considers what can be done on the above.
- Governors could find ways to engage meaningfully with pupils and teachers. There have been things that have been done in the past, eg governors introducing themselves to parents at parents' evening.
- Governor drop-ins and walk-rounds to be considered, as well as more student, staff and parent voice sessions, and to engage more frequently with staff.
- Statutory duties: the governors need to ensure that the school fulfils its statutory duties and to ensure that the website is compliant.
- Governors discussed that training on the new Ofsted framework would be useful.

AGENDA ITEM 8	LEADERS' REPORT
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>• DMcG advised that on Admission Numbers for next year, so far there are 118 first choice applicants and 93 second choice applicants, so it is likely that some of the second choice places will be allocated to NMS.</li> <li>• It is likely to be a 5-form entry for September 2020.</li> <li>• There will be 3 written and 3 verbal reports from the Headteacher to governors, going forward.</li> </ul>

AGENDA ITEM 9	CHAIR'S REPORT
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>• FW keeps in touch with DMcG every 2 weeks by phone, and in the interim FW meets with CJ and AB.</li> <li>• The panel for the Headteacher's review was made up of a panel of 3 governors. This is now complete.</li> <li>• Thanks were extended to FR and CF for supporting DMcG with two permanent exclusion reviews at Glossopdale.</li> <li>• A PEGS meeting took place, with discussions on the schools' strategic vision and a co-ordinated approach on parent behaviour. A teacher from NM Nursery gave really useful feedback from a recent nursery inspection.</li> </ul>

- FW will meet with the SLT in February and report back to FGB. FW attended the GCSE presentation evening, and tomorrow governors are invited to the Carol Service.

<b>AGENDA ITEM 10</b>	<b>UPDATE FROM RM COMMITTEE Keith Taylor, Chair of RM Committee</b>
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>• Keith Taylor advised that he and Garry Cash meet a week before the committee meetings, and then in the meetings, the committee discuss items Garry would like the committee's support with.</li> <li>• The National Funding Formula has recently changed in NMS' favour, and will help to accelerate the reduction of the deficit.</li> <li>• The figures going forward are based done a on 5-form intake.</li> <li>• The year-end figures were shown, and it was noted that many objectives are being achieved. Students are being attracted to the school, and finances are being well managed. It is recognised that the school is operating very stringently. The figures are based on staying as a maintained school. If NMS joins TTLP, the debt will be paid off more quickly.</li> <li>• The phone system is to be updated.</li> <li>• Teachers' pay progression was approved.</li> <li>• The audit update was considered.</li> <li>• GC gave the committee some information on Benchmarking from the .gov website, to help ensure the committee knows the information they are given is correct.</li> <li>• IT is a main area for focus, going forward.</li> <li>• The SFVS will be completed by KT and GC, and will be brought to the next RM meeting and after that to the next FGB meeting.</li> </ul>

<b>AGENDA ITEM 11</b>	<b>UPDATE FROM QE COMMITTEE (formerly T&amp;L Committee) Jeremy Poulter, Vice Chair of QE Committee</b>
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>• JP advised that Emma Davies, head of Student Development, gave a SWOT analysis, as outlined in the meeting minutes.</li> <li>• The committee discussed the 5 Rs and how well these are being embedded. Careers advice and supporting SEN pupils were among the areas to be developed.</li> <li>• The committee noted that a lot of work has been done by the Student Development team, with few staff.</li> <li>• It was disappointing that just 50% of pupils had elected to attend the recent mosque trip, and looking back at the last Ofsted report, it was commented that NMS pupils' cultural experiences could be wider. This will be looked into.</li> <li>• The Quality of Teaching &amp; Learning, by Alison Barker, had focused on the GCSE results for the last Year 11s, a small cohort who were in Year 7 when the school was in special measures.</li> <li>• P8 and A8 results have been reviewed.</li> <li>• Stable staffing is a positive aspect, though some teachers could have higher aspirations for their students.</li> <li>• Many areas are being developed through CPD by the SLT.</li> <li>• AB gave a talk as to the committee, as part of her NPQH (National Professional Qualification for Headship).</li> </ul>

<b>AGENDA ITEM 12</b>	<b>UPDATE FROM INCLUSION &amp; WELLBEING COMMITTEE Tyrone Roberts, Chair of Inclusion &amp; Wellbeing Committee</b>
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<b>Discussion:</b>	<ul style="list-style-type: none"> <li>• TR advised that the committee's current focus is on change and that Ian Withers had provided data for each meeting on Attendance, Behaviour and Wellbeing and steps taken to improve these. IW's data can be found in the IW folder on OneDrive.</li> <li>• The committee noted that a small increase in pupils with needs could have an adverse impact on the provision at the school. This led to a discussion on a Risk Register. There is not currently a Risk Register at the school, which could be considered for the future.</li> <li>• DMcG has a model of a risk register which could be shared.</li> <li>• Equality and diversity were discussed. The checklist was looked at, and it could be reported back to the IW committee. The governors discussed which parts should be covered and which committees they should come to. Equality and Diversity should have a place in all areas of the school life.</li> <li>• The governors discussed governor priorities on Equality and Diversity, which will be further discussed at the Away Day.</li> <li>• It was noted that the latest update of the Keeping Children Safe in Education document was received by all governors in September 2019.</li> <li>• TR advised that the recent Safeguarding audit was very impressive and that IW's knowledge on this was outstanding.</li> </ul>
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*CF left at 2055*

<b>AGENDA ITEM 13</b>	<b>POLICIES FOR APPROVAL</b>
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>• Complaints</li> <li>• Separated Parents</li> <li>• Tackling Extremism</li> <li>• Private Fostering</li> <li>• Recruitment &amp; Selection</li> <li>• Parental Behaviour Policy</li> <li>• The above are all from DCC model policies, which GC has amended where necessary.</li> </ul>
<b>Agreed:</b>	<ul style="list-style-type: none"> <li>• The above policies were all agreed by the governors.</li> </ul>

<b>AGENDA ITEM 14</b>	<b>AWAY DAY DATE</b>
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>• The Away Day will take place on Thursday 18<sup>th</sup> June 2020, 9.30am – 1.00pm in New Mills. FW will advise on the venue nearer the time.</li> </ul>

<b>AGENDA ITEM 15</b>	<b>ANY OTHER BUSINESS Acting Headteachers' Pay Progression</b>
<b>Discussion:</b>	<p>Pay Progression:</p> <ul style="list-style-type: none"> <li>• Alison Barker and Caroline Jesson were appointed as Acting Headteachers in September 2019. Their Performance Management reviews have been carried out by Felicity Wicks and Debbie McGloin.</li> <li>• It was agreed that the pay progression for AB and CJ should go up to L18 from L17, and be backdated to September 2019.</li> </ul> <p>Thanks to Governors:</p> <ul style="list-style-type: none"> <li>• FW thanked governors for their contributions to the FGB over the year.</li> </ul> <p>Reward Trips</p>

	<ul style="list-style-type: none"> <li>A governor asked a question about reward trips this week to the Trafford Centre, and whether the trips should have an educational focus. It was discussed that many schools reward students with to Alton Towers and other non-educational trips. DMcG advised that, following a Pupil Voice, the reward trip with the best fit for the majority of the students was chosen.</li> </ul>
<b>Agreed:</b>	It was unanimously agreed that the pay progression of Alison Barker and Caroline Jesson be approved to go from L17 to L18, backdated to September 2019.

<b>AGENDA ITEM 16</b>	<b>ITEMS FOR THE NEXT MEETING</b>
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>TTLP report.</li> <li>Admissions update.</li> <li>Performance Management reviews.</li> <li>Training on the new Ofsted Framework.</li> </ul>

<b>AGENDA ITEM 17</b>	<b>DATE OF THE NEXT MEETING</b>
<b>Discussion:</b>	<ul style="list-style-type: none"> <li>The EFGB meeting to discuss TTLP will be on Friday 17<sup>th</sup> January 2020 at 6.30pm.</li> <li>The next meeting FGB meeting will take place on Tuesday 11<sup>th</sup> February 2020 at 6.30pm</li> </ul>

There being no further business, the meeting finished at 9.10pm