

Governors' Board Meeting
26th September 2019
4:30pm – 6:30pm
Minutes

Attendance: Mr D Williams (Chair)
Fr J. Sheehy
Mrs F Brower
Mr M Lawrenson
Mrs S Denny

Mrs H. Bramley (Co-Principal)
Miss B. Cocken (Vice Principal)
Dr M Hanbury (Co-Principal and Executive Headteacher)

Miss J Thorp (Minutes)

Key: **Governor question/comment** **Response** **Action Required**

1. Apologies and items for AOB

Agreed: The Governing Board received the apologies given by Mrs M Atherton and Mr N Johnson and consented to these apologies.

Dr Hanbury informed the Board that Salford City Council had withdrawn their clerking service to the College and Trust Board due to staffing capacity. As such, the services of Just A Sec have been secured. Salford City Council will continue to provide a clerking service to the School Governing Board.

Agreed: The Governing Board agreed to the following items of AOB:

- Reconsideration of use of kitchen

2. Register of interests

There were no declarations of interest in relation to any agenda items.

Action: Register of Business Interests to be completed by new Governors

3. Minutes of the previous meeting (Appendix A)

Approved: The minutes of the previous meeting dated 4th July 2019 were approved as a correct and accurate record subject to the following amendment:

- **Page 5, bullet point 5 – Inset the following:** *The HMI made their monitoring visit on the 13th and 14th May and overall, it was a positive outcome*

4. Matters arising from previous meeting minutes

Re-send the email requesting the Governor Self-Assessment information to those who had not responded, with a 19th July 2019 deadline for replies to be received by – To be discussed later in the agenda

Introduce the more robust approach of requiring staff to indicate that they had read and understood the instruction and had had the opportunity to ask questions – Complete

Clarify the “Rabbit Insurance Item” and verify the cost – The rabbits have been rehomed and therefore, insurance is no longer required

Complete PIAP and send to governors – Complete. For discussion today

Report back to governors on EIF Training – Complete

Response to Q3 of the learner survey to be added to the action plan – For discussion today

The MAT Business Manager to contact Fr Sheehy in order that all checks were done, and paperwork was in place – The DBS check is now complete, and Fr Sheehy has presented it to the Business Manager.

Governors discussed whether a DBS was transferrable between organisations. It was clarified that a DBS is only portable if requested at the point of application. If not, a separate DBS would have to be completed for the Governor role.

Finance

Q: A Governor noted that there was no finance update on the agenda for today and, given the financial challenges discussed at the previous meeting, asked if an update would be appropriate.

Dr Hanbury explained that the agendas for the current academic year had been structured to focus on specific aspects throughout the year. This will ensure the agendas are more targeted and provide Governors with opportunities to discuss key issues in a sufficient level of detail. Any urgent financial matters would be raised under Any Other Business.

The Governor was comfortable with this plan although remained concerned about the financial position of the Trust raised at the last meeting. Dr Hanbury explained that the budget is set and monitored by the Trustees. Francine Brower is a member of the Trust Board and will therefore, maintain an overview of the financial position of the Trust. A 3-year projected budget has been set and a balanced budget achieved for Chatsworth Futures and the School for the current financial year, also remaining in a viable position moving forward.

5. Post Inspection Action Plan: Outcomes (Appendix B)

Mrs Bramley provided an overview of the final reviewed Post Ofsted Inspection Action Plan which will cease to exist following the meeting today and will become the QIP.

The PIAP is 88.1% complete with 52 out of the 59 actions achieved and 7 partially achieved.

Q: Can Governors be assured that all outstanding actions have been transferred to the QIP?

Yes.

The Ofsted inspection report questioned the level of experience of school staff in relation to further education and their awareness of the post 16 provision available. Governors discussed the benefits of continuing with joint college/school peer observations moving forward and whether this should be included in the QIP. Governors agreed that peer observations targeted towards specific curriculum aspects should continue between school and college, but any ideas and strategies developed from these observations must be age appropriate for the students.

Approved: Governors approved the sign-off of the Post Inspection Action Plan

6. Self Assessment Report (SAR): Draft for discussion

The SAR reflects the position of the college at the end of July. The leadership team has been very honest in the judgements awarded to each of the following areas:

- Overall Effectiveness – Requires Improvement
- Quality of Education – Requires Improvement
- Behaviour & Attitudes – Good
- Personal Development – Requires Improvement
- Leadership and Management – Requires Improvement

Once the full inspection is received, the position statement will be updated to reflect the outcome. It is the intention of Chatsworth Futures that the overall effectiveness judgement and all areas of the inspection framework will be confirmed as Good.

The document includes a list of improvements made since the last inspection, key improvements still to make this year and links to the learner, employer and staff survey responses.

The plan next year is to increase the level of involvement of staff and governors in the production of the SAR. The document was produced this year with input and advice from external professionals including a senior HMI who has reviewed the document and offered feedback.

The next stage is for Governors to read the document and respond with comments and feedback.

Action: Governors to be invited to read the document and respond with comments and feedback by the deadline of Friday 18th October 2019

Training is in place for staff in relation to how to use the SAR in their day to day practice. Termly pathway meetings are taking place to support staff to use the data effectively to plan and monitor progress and to take ownership of the progress their learners are making.

Each aspect of the SAR will link directly to the QIP.

A key area to improve this year is the ability to produce more accurate data reports. Leaders will be working with a specialist to address this issue.

The following amendments were requested to the Governor expertise section of the SAR:

- Page 14, B– Amend **Assistant** Head of SEND Provision to **Deputy** Head
- Page 14, C – Move **Parent of an existing learner** to the start of the sentence
- Page 14, E – Include Leading on EHCP and LA Lead

In order to continue to strengthen the Governing Board, it was agreed that an additional Parent Governor should be recruited.

A Governor advised that the website should include a record of Governor attendance for the previous 12-month period.

Action: Dr Hanbury to ensure the attendance information is uploaded to the website

7. Quality Improvement Plan: Draft for discussion

The Quality Improvement Plan is presented in draft form. Governors are asked to consider whether the format is suitable and provides them with enough detail to challenge the leadership team.

The document has been updated and colour coded in green and amber to identify where progress has been made. Page 11 includes an evidence table which details the steps taken towards achieving the priorities and challenge provided by Governors.

The colour coding and regular reviews of the document will allow Governors to monitor whether the actions are on track to be achieved and if not, challenge the reasons for the delay.

Each aspect of the QIP will link to the relevant section the SAR.

The document lists the six key performance indicators that the college will aim to achieve by the end of the academic year:

- 100% of teaching sessions by qualified tutors are graded good or better by end of term 1 (December '19)
- Learners benefit from a range of accredited programmes and success rates for qualifications exceed 95% overall (July '20)
- 100% of Employability Pathway learners participate in a minimum of one external WE placement linked to their work ready aspiration by end of term 1
- Learners make good progress with their target achievement against those set and success rates for each term show: Term 1 – 50%, Term 2 – 75%, Term 3 – 90% overall
- QIP outcomes evidence rapid and sustained improvement as: Term 1 – 60%, Term 2 – 80%, Term 3 – 95% overall
- Retention levels for students who remain at college show 90% (July '20).

Ofsted will expect staff to know the strengths of the college and areas for development. To support staff, a mini SAR has been introduced which provides an overview of the key improvements made since the last inspection and next steps. Staff will be expected to know the KPIs and to be able to confidently refer to them if asked in an Ofsted situation.

Data analysis has been an issue for the college as the system does not allow the data to be interrogated in enough detail. The system has been adapted this year to allow staff to delve much more deeply into the detail and monitor how a student is performing in each aspect of their learning.

Employability pathways is a key area of development for the college. A work experience coordinator has now been appointed but there is still a significant amount of work to improve provision.

Q: How do the KPI targets compare to the data from the previous year?

Some of the KPIs are new and may therefore, have no data to compare against. For any with comparison data, it was agreed that last year's results could be added in brackets in the SAR.

Action: Comparison KPI data to be included in the SAR

Retention levels were 80% for 2018-19. A target is to improve retention to 90% this year.

Q: Are you calculating the retention data from the 1st or 42nd day?

It is currently calculated from the 1st day.

A Governor advised that post 16 funding is only received from the official census day and therefore, the practice in other establishments is to calculate the retention percentage from the 42nd day.

Leaders recognise the need to make decisions at an earlier point in the autumn term as to whether the college is the most appropriate setting for the student. The aim this year will be to have reviewed the pathway of every student by mid-October.

This year, a significant amount of work has gone into the initial assessment process to ensure that transition is robust. For example, parents have been invited to attend an induction meeting, students have been invited in for weekly visits throughout the summer term, parents have been offered meetings with the work experience co-ordinator and therapists. A generic initial assessment document has been produced and baseline assessments are currently being carried out for all students.

Q: In relation to KPI 4, should the college be aiming for an achievement rate in line with last years (95%)?

The aim would always be to achieve as highly as possible, however each cohort is different, and it is important not to set unattainable targets as this could risk demotivating staff and students.

Governors considered the target and agreed that, given the differing needs of each individual student and cohort, 90% was an aspirational target.

Approved: Following robust discussion and challenge, Governors approved the KPI targets for 2019-20

Governors were advised that these KPIs would form the basis of Dr Hanbury's appraisal meeting which is scheduled for Monday 30th September.

8. Survey Action Plan (Appendix E – to follow)

Governors were referred to the survey responses from the learner, parent, employer and staff questionnaires carried out. From each set of responses, priorities have been identified and an action plan has been produced.

Staff

Given the increased expectations of staff, Governors agreed that response in relation to work-life balance was very positive at 82%.

Q: Is this something you see as improving further as the competency of the staff team improves?

It is hoped that this will be the case although as standards and expectations within the college continue to improve, this could initially impact on workloads. Another survey will be carried out later in the year and the responses compared to monitor the impact.

Q: How has the term started?

It has been a positive start to the year. Two NQTs have joined the college and have settled in well. There has been a noticeable improvement in relation to teaching assistants taking responsibility in terms of their performance and they appreciate the level of investment in them, for instance training and being part of the appraisal process.

The atmosphere and energy within the college has improved.

The action plan will reflect the main areas for improvement for the college. For instance, 47% of staff feel that the environment is poor but this will always be a challenge for the college given the low numbers of learners on roll and therefore, limited income. Some changes have been made over the summer holidays to provide a staff workroom and a common room for learners.

A change has also been made to the timetable for September so that learners leave at 3.00pm and staff then leave between 3.45pm and 5.00pm to ensure there is adequate time for planning.

Although staff were not expected to be in work during the summer holidays, they were asked to return to college in September with a scheme of work for the autumn term. The quality of the schemes was pleasing overall.

Induction of new staff must improve. The college has introduced a new induction plan to address this.

The therapy team highlighted an issue with sharing of information. A fortnightly meeting has now been scheduled in order to share information.

The appraisal system was not last year. This year, all staff have had their appraisal meeting and very clear targets have been set based on the KPIs.

Parents

9 out of 12 responses were received. Overall, parents are very supportive of the college. It may be that, as the standards within the college increase, the expectations of parent's increase do so alongside.

Employers

The college only had two employers last year. There are plans in place to increase the employability offer this year.

Learners Action Plan

At the request of Governors, an additional action is included in relation to the response of students to the question 'Do you feel safe in college?'. The college has introduced 1:1 meetings with personal tutors and group tutorials around key issues such as Prevent and E-safety.

Parents

Communication was raised as an issue and this has now been addressed by introducing the learner communication book which allows the tutor and parent to share information. The college also uses Seesaw which is a communication app for parents to access via their smartphone.

Q: How have parents responded to the app?

This is quite often the preference for parents

Q: Can SLT monitor communications between the teacher and parent?

Yes

9. Safeguarding Report 2018 – 2019 (Appendix F)

The HMI acknowledged the amount of work that has taken place to improve health and safety, but it is important to ensure the focus remains. For example, there has been additional training via the Educare system, refresher training for staff and key staff have received up to date food and hygiene training.

There have been no internal referrals made to date this year or external referrals regarding students on roll.

Governors suggested a rewording of the initial paragraph to reflect the importance the college places around safety of its students and staff. It was suggested that the safeguarding section from page 15 of the SAR may be appropriate.

The schedule of monitoring by Mr Lawrenson should also be reflected in the document.

Action: Dr Hanbury to reword the initial paragraph of the safeguarding report and represent the document to Governors for approval.

10. Health and Safety Report 2018 – 2019 (Appendix G)

The document outlines the key individuals responsible for health and safety matters at the college. However, it is recognised that every member of staff has a responsibility for ensuring the environment remains safe for students, staff and visitors.

A Governor suggested that it would be useful to identify which of the personnel listed in the document are college-based. This could be indicated as *non-site based.

Approved: Governors approved the Health & Safety Report

11. Appraisal Outcomes: Summary 2018 – 2019

The appraisal process was not robust last year and therefore, the accuracy in terms of whether targets were fully met is questionable. Governors were assured that the process for the current academic year is much more thorough and SMART targets have been set for all staff. A monitoring review will take place in December.

12. Governor Self-Assessment Activity: Discussion (Appendix H)

Responses have been collated from the self-assessment exercise which was completed by the Governing Board last year. However, it is acknowledged that some Governors have since left the Board and new members have joined.

The Judgement column has not been completed. It was suggested that the focus should be more on the actions being taken to address the gaps than on making a judgement.

Q: Would it be beneficial for Governors to be linked to an area of the QIP?

Yes, a review of Governor roles and responsibilities would be useful to ensure Governor involvement is targeted in the right way.

The following links were agreed:

- Mr Lawrenson – Health & Safety and Transition from College
- Mrs Denny – Safeguarding
- Fr Sheehy – Diversity & Inclusion / British Values

The college does not yet have an action plan in place in relation to Prevent. Governors requested that this was put into place as a matter of priority

Action: Helen Bramley to produce a Prevent action plan

The purpose of the Governor Self-Assessment is to identify the gaps in the skills and knowledge of the Board and look to address them using a range of strategies including recruitment and training.

Governors acknowledged that they had not been as actively involved in visiting the college previously and felt that this was an area for development this year. Attendance at Governor meetings is excellent, and Governors are very committed to the college but due to other commitments, it has proved a challenge arranging visits to the colleges to meet with staff and students during the day.

Governors were advised that any visits to college should be recorded to gather a bank of evidence of Governor involvement in college life.

It was agreed that a plan for Governor visits should be produced to ensure staff and students develop a relationship and to allow Governors to triangulate the information presented by the leadership team in Governor meetings.

Action: Governor visits schedule to be presented and discussed at the next meeting

13. Staffing

There was no staffing update presented.

14. Trust Board Representation

The Trust Board plans to introduce a system to share information between the Governing Board and Trust Board to ensure effective communication is taking place.

15. AOB

The college plans to create a Bistro named 'The Beestro'. The proposal is to convert the kitchen back into a useable space which would cost the college a relatively minimal amount. Governors were assured that appropriate risk assessments would be produced in relation to the equipment and usage plans.

Governors were asked for their views on whether they would be agreeable to Dr Hanbury proceeding with the risk assessment on the understanding that this is signed off by Mr Lawrenson, Dr Hanbury and Vicki McRea. The kitchen will not be used until Governors are satisfied that all actions have been taken to ensure it is safe and appropriate for use by students.

Q: Is the plan for 'The Beestro' to be used by the college only or to be open to the community?

In the long term, it is hoped that this could be opened to the public to support the college's employability plans. The initial plan is for this to be an internal enterprise project.

Governors must be comfortable with the risk assessment and the management in place.

A Governor reported that St George's adult day services have opened a similar facility although struggled to attract the public. The service has one of the highest food ratings and may be able to support Chatsworth in their planning.

It was agreed that the equipment must be modern and reflect the industry standards that students would be expected to operate in an external work experience environment. However, the equipment must also be learner friendly, for example with visual menus.

Q: Would this mean that Chatsworth would become an employer?

From an Ofsted point of view, this would be an internal enterprise placement where students are taught key skills to support them progressing into the world of work. This is a key priority in the new Ofsted framework.

Approved: Governors approved the proposal to progress with the plans to convert the kitchen for use as a Bistro, subject to approval of the risk assessment and ongoing monitoring of the project

Action: Mr Lawrenson to be involved with the planning of this project

Summary of actions

Item	Action	Who
2	Register of Business Interests to be completed by new Governors	New Governors
6 - SAR	Governors to be invited to read the document and respond with comments and feedback by the deadline of Friday 18 th October 2019	All Governors
6 - SAR	Dr Hanbury to ensure the attendance information is uploaded to the website	MH
6 - SAR	Comparison KPI data to be included in the SAR	HB
9 - Safeguarding	Dr Hanbury to reword the initial paragraph of the safeguarding report and re-present the document to Governors for approval.	MH
12 – Governor Self-Assessment	Helen Bramley to produce a Prevent action plan	HB
12 – Governor Self-Assessment	Governor visits schedule to be presented and discussed at the next meeting	MH
15 – Bistro Project	Mr Lawrenson to be involved with the planning of this project	ML