

**HOMEWOOD COLLEGE  
GOVERNING BODY**

|                      |  |
|----------------------|--|
| <b>Meeting of:</b>   | <b>Full Governing Body</b>   |
| <b>Date/Time:</b>    | 16 <sup>th</sup> June 2021 4pm   |
| <b>Location:</b>     | Virtual – MS Teams – JJ Host   |
| <b>Distribution:</b> | Full Governing Body, K Prout   |
| <b>Quorum</b>        | 4 governors required for decisions to be binding. The meeting was quorate throughout.  |
| <b>Present:</b>      | Governors (voting)<br>Luke Burstow (LB)<br>Rachel Carter (RC) from 16.24<br>Louise Cook (LC) Executive Headteacher<br>Jeffrey Matthews (JM)<br>Sue Shanks (SS)<br>Bob Wall (BW) Chair of Governors<br><br>Other (non-voting)<br>Janet Johnson (JJ) Clerk to governors<br>Karen Prout (KP) School Business Manager, in attendance<br>Kate Schofield (KS) Member Senior Leadership Team, in attendance |
| <b>Apologies:</b>    | Ruth Turner Murell - accepted  |

**MINUTES**

|   | <b>DISCUSSION AND DECISION</b>  | <b>ACTION</b>                  |
|---|---|--------------------------------|
| 1 | <b>WELCOME, APOLOGIES and DECLARATION OF INTEREST</b><br>BW opened the meeting and thanked all for attending.<br>Apologies were considered.<br>Jo Adams absence was noted. [Later, apologies received – required to continue at work at the school].  |                                |
| 2 | <b>MINUTES OF LAST MEETING / MATTERS ARISING</b><br>Paper: Minutes meeting 12.5.21<br>The minutes were agreed to be an accurate record and signature authorised accordingly.<br><br>The actions from the May meeting were reviewed. Previous actions would be reviewed outside of the meeting.  | #<br><br>BW                    |
| 3 | <b>UPDATE FROM SCHOOL IMPROVEMENT STRATEGY BOARD – 9<sup>TH</sup> JUNE 2021</b><br>Papers: Confidential Report from BW, which included an email from the School Partnership Advisor Paula Sargent; Strategy Board minutes 23.3.21<br><br>3.1 The March minutes were noted. The minutes from the recent meeting would be forwarded when received.<br><br>3.2 Strategy board meeting 9.6.21<br>BW's report had already been considered by governors. It included a first report of the meeting during which the local authority expressed | <br><br><br><br><br><br><br>BW |

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|  | <p>serious concerns with a number of issues.</p> <p>3.2.1 LC was invited to comment.</p> <ul style="list-style-type: none"> <li>• Some points made had been fair but there had not been enough acknowledgement that students were affected by the pandemic nor what had been put in place. Staffing shortages were in some cases a direct result of the pandemic. Ofsted actions had not progressed as planned because of the pandemic. Actions the school had taken were because of the pandemic.</li> <li>• The local authority was taking some action but much would not take effect in time. It needed greater expenditure to make an impact.</li> </ul> <p>3.2.2 Governors expressed hope that the local authority understood that the impact of Covid had fallen disproportionately on those with SEMH needs and acknowledged:</p> <ul style="list-style-type: none"> <li>• The meeting was the opportunity for the local authority to hold the school and governing body to account and enabled it to evidence this to Ofsted. The reminder of their power to issue warning notices which could lead to taking over the governing body might be used similarly.</li> <li>• The local authority might be detrimentally affected by further academisation and governors shared their concern.</li> <li>• It was fair to check what strategies were in place to support dips in performance. Homewood needed to be improving and not falling back.</li> <li>• There was offer of support, albeit not fully specified.</li> </ul> <p>3.2.3 Governor questions</p> <p><b>What support did the local authority offer re governor recruitment, training and induction suitable for Homewood?</b> This was not really covered at the meeting.</p> <p><b>When asked, the Council had reported the move was on hold. Given they might have good use for the land and it could have been a political response, is the move still on track?</b> LC confirmed it was.</p> <p><b>Why is the basic measurement of attendance still under discussion with the local authority? We either need to agree the definitions or to keep and issue two sets of documents.</b> LC agreed. She informed the attendance review sheets were not being completed at the moment due to continuing staff absence but before the pandemic use of two sets of documents (based on 100% of agreed timetable as well as 100% of DfE requirement) had been mooted. The new post re attendance and safeguarding would be filled in the last week of term and would include setting up the two sets of recording.</p> <p>3.3 Current situation</p> <p>3.3.1 Safeguarding</p> <p><b>Re safeguarding concerns: are they easing?</b> KS informed the atmosphere was improving but the previous week despite 50% attendance there had still been the same sorts of incidents. This</p> |        |

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|  | <p>week a few more engaging activities had been put in place. LC related that yesterday had been the first day without serious incidents and more students were going into lessons and staying for longer. Some were still struggling. The atmosphere was nicer and staff felt more supported and managed to refocus a few more of the students.</p> <p>RC arrived. 16.24</p> <p>A governor reported not having received any serious incident forms this week. LC confirmed there had been none yesterday, possibly 1 from Monday and 1 today.</p> <p>3.3.2 Improvement overview</p> <p>A governor suggested that until March 2021 the trajectory had been positive but from March to June, the narrative was that the young people with SEMH had returned. Offsite provision was not available and they were not coping. In addition there was significant staff sickness and absence. The local authority was enquiring as to the issues. LC replied that was accurate.</p> <p>3.4 Action</p> <p><b>Bearing in mind staffing numbers, leadership capacity, strategy to September 2022 and beyond with the new build and current state of the budget, would it be better to spend money now to address the current issues and resolve the financing of it later?</b> This view chimed a chord with many. LC informed there was a lot of alternative provision that could be commissioned, but at a price. There was also a sense of frustration that if they had time, the school had people that could provide what was needed to reengage students. She confirmed she did not yet know how much it would all cost but the total would be kept in check.</p> <p>3.4.1 This prompted much discussion during which LC and KS gave more information and governors agreed it was more important to have a safe school. They advised the need:</p> <ul style="list-style-type: none"> <li>• For measures of success (interim and final)</li> <li>• For ease of stopping a programme at minimal cost</li> <li>• For Continued impact after the programme had ended</li> <li>• To ensure disruptive behaviour was not motivated by possible reward of being taken out of school</li> <li>• Legacy of CPD if there was possibility</li> <li>• For students to be on site, following a curriculum timetable Ofsted would approve</li> <li>• Not to end up having merely deferred issues and be out of pocket</li> <li>• For deciding whether funding might be better to be directed to addressing any underlying issue at the school if it was causing difficulties with engagement.</li> </ul> <p>3.4.2 <b>Are there any particular groups causing difficulty?</b> KS described the position with every year group.</p> |        |

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|  | <p>3.5 Longer term ability to fund needs.<br/>KS explained that each pupil had been categorised on a scale of 1 – 5 with an educational psychologist. The school was funded to support at category 1 and 2 level, yet the vast majority were 3, 4 and 5.</p> <p>3.5.1 In discussion, governors agreed needs would not be met unless they were funded at a completely different level. It was suggested the city needed to discuss what it wants to do with these children. At the moment it seemed they were trying to make children go to school that could not really go to school. It was recalled alternatives for the local authority would include going to private providers. Bowden House school charged £75k per year, Chailey Heritage £250k. The school did apply for funding extras but noticed they tended to receive only 50% [so it would still be cost effective for the local authority to fund Homewood better].<br/>It was suggested there could be benefit in a multiagency forum to harness more positive ideas and action. It would be a citywide process that would need to be considered.</p> <p>3.5.2 Governors also put the argument that the school needed to be clearer about the offer from the school and rather than muddling through, have a firm strategy about what they can do, what they shine at, and those that do not meet the criteria, be firmer about saying we cannot meet the need as they are not commissioned for that. It was suggested funding could be differentiated according to category and based on the EHCP, and allow for changes.</p> <p>3.5.3 A governor reminded that because of Covid, a number of students now had even greater need. The school had a number of pupils where the school had informed the local authority that they cannot accommodate them but the local authority has, so far, failed to address it. The school had tried to deal with them, despite always knowing they cannot meet their needs. But, we should be able to meet their needs, we know what to do, for example with a dedicated transitions member of staff, but cannot afford it.</p> <p>3.6 Ofsted progress<br/>KS reminded they had only had 3 months to work towards a Good rating. She spoke very strongly of the all-time-consuming nature of the work and its toll on staff wellbeing.<br/>KS was thanked for her honesty and for speaking for all members of the team and assured she had been heard. Governors deliberated on how to convey that to the local authority. BW RC LB would meet with them on Monday and also the School Partnership Advisor. The working groups would continue to have oversight of the related improvement areas.</p> <p>3.7 Further governor comments:</p> <ul style="list-style-type: none"> <li>• It had been a perfect storm but the local authority appeared not to have taken that on board yet.</li> </ul> |        |

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|   | <ul style="list-style-type: none"> <li>Recalling all the reports talked about the good student staff relationships, concern was now expressed that those relationships appeared to be deteriorating and that would be a loss.</li> <li>There was supposed to be a local authority adolescent strategy and a residential strategy. Homewood pupils were probably with multiple agencies but there are people that fall through gaps. It would be good to get down to the level of each and where they are going.</li> </ul> <p>3.8 Support<br/> <b>We are at a low point. Are you happy you have a strategy that will deliver a better environment for the pupils in coming weeks? What else do we or the local authority need to provide and support so you are not just firefighting but moving forward?</b> LC asked for the understanding and backing of both the local authority and governors. The school was trying to fill the gaps in the timetable and September would be a fresh start. Safeguarding remained a big issue, was time-consuming and diverting effort from establishing new activities. We know the location of students on part time timetables when they are not in school. LC went on to say the school would commission interventions and governors would be involved if an emergency meeting were required to approve spending. Positive developments included that the school house should be available soon, for use as a quieter area, for work or therapy. In addition, the local authority said the school could have another teacher for one year and the construction room was being converted into the year 11 classroom.</p> <p>3.9 Governors agreed there was a need for further strategic thinking. RC LC LB and BW would meet, and report back later in the term.</p> | <p>ALL<br/>LC BW KP</p> <p>BW</p> <p>RC LB LC<br/>BW</p> |
| 4 | <p><b>SERIOUS INCIDENTS – Safeguarding and Welfare</b><br/> Papers: Governor Safeguarding Report; Attendance briefing note and Attendance Action Plan (BW)</p> <p>A governor confirmed the school was doing well with regards to safeguarding procedures, processes and policies. There were safety issues as detailed in the report and a proposal for additional staffing spaces and expertise needed to address this urgency had been put to the local authority.</p> <p>Lynne Halls had completed some work on attendance to an exemplary standard. BW would write a letter of thanks. The report and action plan were accepted.</p> <p>It was noted that the advisory powers of the safeguarding group did not enable them to act. BW had discussed this with Dion Page-Hammond.<br/> Thanks were passed to JM for his skill, adroitness and ability to manage situations. He was highly effective as a governor.</p>  | Chairs LC  |
| 5 | <p><b>STAFFING AND SUMMER TERM ARRANGEMENTS</b><br/> Paper: Report (LC)</p>   |  |

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|   | The paper was noted. Governor approval re changes to staffing structure or costs exceeding LC approval level would be considered if required.   | BW  |
| 6 | <p><b>OFSTED – Progress from last inspection</b><br/>Paper: Headteacher Report</p> <p>Have technical issues re assessment been resolved? Yes and on Inset day staff will have time to consider the onwards and upwards programme.<br/>The paper was accepted.</p>   |   |
| 7 | <p><b>FINANCE REPORT</b><br/>Papers: Budget monitoring as at end May 2021 and Chart of Accounts; Late paper SBMTermly report.</p> <p>BW would report back with confirmation of reconciliation of the documents.<br/>The current forecast of estimated outturn was a surplus of £16,523. KP reported this has changed due to the changed staffing arrangements. She reminded governors there was also a £13k contingency and some Covid funds were also expected. KP gave an update on personnel staff absence, data and actions. No items were requested for governor approval.<br/>LC left 17.30</p>   | BW  |
| 8 | <p><b>GOVERNING BODY ORGANISATION</b><br/>Paper: KJ application and reference; late paper – draft service level agreement<br/>8.1 Membership<br/>The application of KJ had been circulated. A governor had ‘met’ with her and taken up references.<br/>Governors considered she would be able to add to the breadth of viewpoints of the governing body and add fresh ideas.</p> <p style="padding-left: 40px;">❖ KJ was appointed as co-opted governor.</p> <p>JJ would complete the appointment administration and commence induction.</p> <p>Agreed to update to NGA gold membership.<br/>8.2 Service level agreement<br/>This long-awaited draft agreement had lately been received. Several governors and JJ had managed to have a brief review of the document. All considered that many amendments would be required and were concerned that it would not address the problems previously raised and current needs. The document was not approved and would receive further consideration.</p> <p>8.3 Responding to a query with regard to access to meeting papers, JJ reminded papers should be received at least 7 days before the meeting and confirmed she would include a link to the papers in the group files when sending the agenda.</p> | <p>JJ RC LB</p> <p>JJ</p> <p>ALL<br/>?</p> <p>#</p> |
| 9 | <p><b>POLICIES/DOCUMENTS FOR APPROVAL</b><br/><b>Review of policies due for approval</b><br/>This item was not taken.</p>   |   |

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| 10 | <b>HEALTH and SAFETY</b><br>This item was not taken; however, aspects were reported on in the SBM paper for item 7            |        |
| 11 | <b>RISK MANAGEMENT</b><br>This item was not taken.  |        |
| 12 | <b>ANY OTHER URGENT BUSINESS</b> (with prior agreement of chair)<br>There being no further business, the meeting closed 17.40 |        |

| Item            | Owner                          | Action   | Due by                       |
|-----------------|--------------------------------|--|------------------------------|
| 18.5.21         |                                |  |                              |
| 7.2             | BW                             | Ensure system re approval of staff structure/increased ongoing costs in place. Liaise RC/LB?   | ASAP                         |
| 7.4             | BW                             | Follow up re oversight of premises work.   |                              |
| 15              | ALL                            | Ensure succession for H&S governor/member  | July FGB                     |
| 16              | Res<br>Chairs                  | Review template alongside TOR, policies, SDP and SFVS/LA requirements – liaise JJ/MC? and KP   | September FGB                |
| 16.6.21         |                                |  |                              |
| 2               | BW                             | Review actions from previous meetings and report any still required  | 7 <sup>th</sup> July         |
| 3               | BW                             | Report back on LC BW LHodge meeting from 11 <sup>th</sup> June   | 7 <sup>th</sup> July         |
| 3.8<br>and<br>5 | LC BW<br>KP<br>ALL             | Any changes to staffing structure, or costs over SOD level governor approval required.<br>Keep a check on emails in case emergency meeting required                      | Ongoing                      |
| 3.9             | ALL                            | Input to RC LB LC BW who would meet for strategy discussions<br>and report back – ?with rationale and plan?  | ASAP<br>7 <sup>th</sup> July |
| 4               | BW RC<br>LB LC<br>Chair<br>WGs | Ensure school takes note of advice from Working groups and recommendations for action are brought to decision making body if needed, with the speed required. Liaise JJ. | Urgent and ongoing           |
| 5               | BW<br>Chair<br>WG              | Re behaviour policy. Behaviour principles written statement from governors required. Arrange?  | July                         |
| 7               | BW                             | Continue to report any Chair's actions for ratification  |                              |
| 8.1             | JJ<br>RC LB                    | Take admin action re new governor<br>Ensure induction  |                              |
| 8.2             | All                            | Not sure what is happening here –<br>Review SLA – ? send in comments to BW/JJ/LC?  |                              |
| #               | JJ                             | Admin action   |                              |
| 9, 10<br>11     | BW                             | Follow up/advise if further action required  |                              |

Signature authorised at meeting 14.7.21