

# ST OLAVE'S AND ST SAVIOUR'S GRAMMAR SCHOOL

Minutes of the *Meeting of the Governing Body* held in  
the Main School Library at  
St Olave's & St Saviour's Grammar School, Goddington Lane, Orpington, Kent, on  
**Wednesday 7<sup>th</sup> November 2018** at 4.30pm

**Present**

The Ven. Dr P Wright ( <i>Chairman</i> )	Mrs A Fabian
Mr A Rees ( <i>Acting Headmaster</i> )	Mr S Ganatra
Mr S Bandi	Mr N Grenside
Ms C Benham	Mr H McAleer
Mr A Boyd	Mrs B Nunn
Rev'd H Broadbent	Rev'd R Parker-McGee
Mr S Carr	Dr D Ryall
Mrs S Chaudhary ( <i>items 1-5, 15, 17(i) &amp; 28</i> )	Ms M Sullivan

**In attendance**

Mr D Budds (*Acting Deputy Headmaster*)  
Mr D Espejo (*Acting Assistant Headteacher, items 1-4 & 15*)  
Ms L James (*Business Manager*)  
Ms R Maxwell (*Assistant Headteacher and Head of Safeguarding, items 1-4, 15, 17(i) & 28*)  
Mr R Walters (*Clerk*)

## ACTION

### 1. FOUNDATION PRAYER

The Foundation Prayer was read by The Ven. Dr P Wright.

### PART A

### 2. WELCOME TO NEW PARENT GOVERNORS

The Chair noted that the process for the election of parent governors had taken place and that he was delighted to welcome Mr Satya Bandi and Mrs Bríd Nunn to their first meeting as the newly elected parent governors. He noted that now they had been elected, even though they were elected by parents, there was no distinction on the Governing Body.

### 3. DECLARATIONS OF INTERESTS

The Chair invited those present to declare any interests in the items on the agenda. No interests were declared.

### 4. APOLOGIES FOR ABSENCE

There were no apologies for absence. The meeting was quorate.

Item 15, the School Development Plan, item 17(i) Child Protection Policy and item 28 (confidential item, Safeguarding), were taken at this point prior to item 5.

Mr Espejo left after item 15 (16.45) and Mrs Maxwell left after item 28 (17.05).

### 5. INVESTIGATION REPORT

The Headteacher introduced the previously circulated update on progress with the recommendations of the investigation report. He noted that the School Improvement Partner had been commissioned by LB Bromley to review progress and had visited the previous day. Whilst a file with evidence of progress had been provided, the SIP had asked for a further level

of detail which was now being produced. The SIP had met with a number of governors and staff. The Headteacher explained that he had now delegated the collation of the evidence to the Acting Deputy Headteacher and the Business Manager so that he could act as reviewer, as she had indicated she required. As part of this process, he asked that governors formally consider certain of the recommendations to demonstrate their commitment to them. The Chair explained that they may refer matters to individuals or committees for further advice or action to ensure the evidence was produced. The Headteacher led governors through the recommendations that required further consideration.

5 Review of the Maths Department: the Chair of the Curriculum Committee, and Headteacher had accepted the report recommendations and felt that as a result the review needed to be undertaken with some external scrutiny. The Headteacher has spoken to the Head of Maths and is in the process of organising what the review would look like. Governors suggested that it would be appropriate for the review to be undertaken by someone senior from a maths department at a similar type of school who would understand St Olave's.

***Decision: Governors approved an external review of the Maths department***

***Action: Headteacher to arrange for an external review of the Maths department***

AR

12 Staff Contracts and external paid employment: the Headteacher noted that the proposed wording had been obtained from the school's HR advisors (on a contract via LB Bromley). The Business Manager noted that the new wording would be included in new staff contracts; it would not be incorporated retrospectively; however, it would be included in the staff handbook. Governors asked if examples could be given of potential conflicts of interest or other business activities which might be caught by the wording to ensure that it was enforceable in law should the need arise. The Business Manager agreed to put information to this effect in the Staff Handbook. The Business Manager reminded governors that the recommendation was to review staff contracts with a view to adding a section that makes clear what staff can and cannot do in terms of paid employments.

***Decision: Governors approved the new wording of the staff contract and the staff handbook regarding Staff Business Interests***

13 Consideration of the Publication of School Accounts: the Chair noted that it was not a requirement to publish the school accounts for a Local Authority maintained school, even though it was for Academies, as they were companies.. The Business Manager confirmed that she wrote regularly to parents about the Voluntary Fund. A governor noted that they could see no reason not to publish. The Chair suggested that they should agree in principle to publish the accounts however he felt that they were difficult to understand and therefore the presentation of them should be reviewed for readability. A vote was taken at which two governors opposed the publication. On further discussion, it was questioned why St Olave's should publish when it was not a requirement and few schools other than those required by law, did so, and that if publication did go ahead, presentation to make them understandable was critical.

***Decision: Governors considered the publication of the school accounts and agreed in principle to do so, subject to finding a way that made them more understandable to the reader***

***Action: Business Manager to review how to make the school accounts understandable for the website***

LJ

15 Review of financial projections: governors noted that the GB at its meeting in September and the Resources Committee had already asked for three year budget projections

to review. These were planned for discussion at the February Resources Committee meeting.

***Decision: Governors approved the production of at least three year budget projections alongside the annual budget***

LJ

***Action: Business Manager to present a three year budget projection to the February Resources Committee***

16 Review of parental contributions: the Headteacher reiterated that any contributions to the Voluntary Fund were voluntary and that at no stage had all families contributed or those not contributing been penalised. The suggested amount was £50 per month which was less than equivalent schools, such as Wilson's and Queen Elizabeth Barnet. He confirmed this level as a suggestion only. A governor noted that it had recently been a matter for discussion by parents in a class rep meeting, which they attended, following the report, but that discussions focussed less on the amount and more on the use. They noted that they felt the requested amount was reasonable. Another governor suggested that a lower amount with a greater take up by parents might generate a greater income. A governor asked whether this matter should be discussed with some parents prior to the next Resources Committee meeting, although it was recognised that there would be a wide variety of responses. Governors agreed that they would not change the suggested contribution at this stage and therefore would not undertake a consultation. They noted that they would ensure that the use of the funds continued to be transparent and clear and asked the Resources Committee to continue to monitor the voluntary fund and further consider contributions in the future.

***Decision: Governors agreed not to change the suggested contribution to the voluntary fund and therefore not to undertake a formal consultation. They asked that the Resources Committee continue to monitor the fund***

21 Role of the Clerk: Governors confirmed that the Clerk was recognised by the governing body as the authority on process and educational law.

***Decision: Governors confirmed that they considered the Clerk to be the authority on process and educational law***

25 Skills Audit: the Clerk confirmed that this was already undertaken for those involved in the Resources Committee in relation to their specific role on that committee and that he and the Chair had discussed a practical approach to a skills audit. He asked that one or two governors provide some input into the approach taken.

***Decision: Governors confirmed that a skills audit would be undertaken***

***Action: Clerk to ensure the skills audit is undertaken***

RW

27 The Key and the National Governors Association: the Headteacher confirmed that the school was signed up to both The Key and the National Governors Association. A governor confirmed they were receiving emails from both sources, The Headteacher asked that any governors not yet receiving information from either, sign up, and forward confirmation that they have subscribed to regular email updates on Governance matters to the School Business Manager. Governors noted they also received information from the LB Bromley governor services contractor, Octavo, on a weekly basis.

***Decision: the Headteacher confirmed that the school was signed up to The Key and the National Governors Association and that governors should ensure that they were individually signed up to both***

***Action: Governors to ensure that they are signed up to The Key and the National Governors***

Governors

**Association**

28 Governor School email addresses: it was confirmed that all governors have a school email address and that these would be added in an appropriate way to the website to allow direct contact.

**Decision: Governors confirmed that the school email addresses were in place and that they would be made available in an appropriate form on the school website**

**Action: Business Manager to follow up with the IT team on the best way to make governor email addresses available through the website**

LJ

33 Governing Body Annual Self-Review: the Chair noted that he had had discussions with Sir Robin Boshier, a former senior member of Ofsted, regarding his undertaking a review of the Governing Body. A governor noted that he would provide an excellent resource to assist the Governing Body, recognising that there would be a cost. The Chair said that he felt another Saturday morning session, in January, would be the most appropriate approach, following up on the useful session in September.

**Decision: Governors agreed that Sir Robin Boshier be commissioned to assist the Governing Body in its self-review, at a meeting to be scheduled probably in January**

**Action: Clerk to seek a date on a Saturday morning in January for the review**

RW

**Action: Chair to commission Sir Robin Boshier to assist the GB**

PW

35 Increase resources available for safeguarding and pastoral care: the Headteacher noted that the Safeguarding lead, Mrs Maxwell, had been given increased time to focus on pastoral support as well as safeguarding. Also, in her role as Assistant Headteacher, she also regularly considered the time available for pastoral support and shared this with SLT. He noted that the deputy safeguarding lead had also been given a reduced teaching load. The Headteacher had also taken on the role of a deputy safeguarding lead as an additional resource. He explained that the Chaplain had been given reduced teaching hours to ensure more time was available for pastoral care and that Bromley Wellbeing counselling had been increased from one to three days per week. On being asked, he confirmed that there was now no waiting list to see the Bromley Wellbeing team. A governor noted that the safeguarding report had highlighted that there was a particular issue with sixth form students and was concerned that the sixth form staff had insufficient time to address the issues. The Chair recognised this and asked that it be addressed further, however noted that considerable increases in resources had been committed to safeguarding and pastoral care as recommended by the report but that the governors should not be complacent in thinking that the issue was ever addressed.

A governor asked if more could be done to work with students prior to an issue reaching crisis point. Staff noted that they were keen to do this, however it could be difficult, for a number of reasons including students not wanting to miss lessons or feeling there was a stigma to seeing the councillor.

**Decision: Governors noted the significant increase in time and resources already allocated to safeguarding and pastoral care and noted that they would continue to monitor future needs**

40 HR support and exit interviews: the Headteacher noted that the school was signed up to the LB Bromley HR support providers and that exit interviews had already started. The outcomes of the interviews would be reported to the Curriculum, Personnel & Admissions Committee.

***Decision: Governors confirmed that HR support had been contracted and that exit interviews would be undertaken***

46 Sharing of Information: the Headteacher noted that this was a specific recommendation following discussions the investigator had with the previous Headmaster, considering that the sharing of information with the GB had been insufficient. A governor noted that the role of governors was to consider the strategic direction of the school and to oversee and review its implementation, not to be responsible for the day to day running of the school or its operational metrics. They agreed that some items, eg the budget and end of year results, were critical for governors to review but that operational elements should be reported back by exception. Governors agreed that they would review the implementation and progress against targets and policies in more detail during Link Governor and other visits as well as through the GB and Committees. Governors noted that this would be very difficult to evidence in the context of this review. The Chair noted that Governors should not be expected to know everything that was taking place all of the time as that was not part of their role and would be impossible.

***Decision: Governors agreed that transparency of information was critical and that they would oversee the strategic direction of the school whilst reviewing its implementation during Link Governor and other visits as well as through the GB and Committees***

18.00: Mrs Chaudhary left the meeting. The meeting remained quorate

## **6. SCHOOL GOVERNANCE**

- (i) List of Governors: noted
- (ii) Governor Attendance Record: 2017/18: noted
- (iii) Governor Training Record: noted. The Clerk asked governors to notify him of any training not included and any future training
- (iv) Governor Training 2018/19: the Chair encouraged governors to undertake regular training, particularly the induction training for new governors.

## **7. COMMITTEE MEMBERSHIP AND CHAIRS**

Governors approved the committee membership and chairs. Mrs Nunn agreed to join the Curriculum Committee and Mr Bandi the Resources Committee. It was noted that Mr McAleer would be the link governor for Science, Mr Carr for MFL and Mrs Webb for Humanities.

A governor asked if a plan in the event of an Ofsted visit could be developed. The Headteacher agreed to update the basic statistics of the school, including pupil premium.

***Action: the Headteacher to update the school statistics schedule***

**AR**

## **8. COMMITTEE TERMS OF REFERENCE**

The committee terms of reference were agreed subject to adding to Resources item 5, “review of annual *and strategic* budgets”.

## **9. GOVERNOR MEETING DATES 2018-19**

Governors noted the meeting dates for 2018-19.

**10. GOVERNING BODY ANNUAL SELF-REVIEW**

Governors noted that this had been discussed and a way forward agreed under 5 (33) above.

**11. MINUTES (PART A) OF THE GOVERNING BODY MEETINGS OF 6<sup>TH</sup> JUNE 2018 AND 8<sup>TH</sup> SEPTEMBER 2018**

The minutes of the meetings on Wednesday 6<sup>th</sup> June 2018 and Saturday 8<sup>th</sup> September 2018 were agreed as a correct record subject to minor typographical changes.

*Decision: Governors approved the minutes of the Governing Body meeting of 6<sup>th</sup> June and 8<sup>th</sup> September 2018*

**12. MATTERS ARISING**

Governors noted that all actions had been completed other than the consultation on the Instrument of Government which was still in progress.

**13. HEADTEACHER'S REPORT**

The Chair noted the previously circulated report and invited questions. A governor asked regarding the appointment of the SIP, how long she had been appointed for and by whom. The Headteacher noted that she was appointed by LB Bromley for one year and was committed to 8 visits during the year, four of which related to the investigation report. Further time could be purchased by the school if required and at the end of one year, it would be for the school to choose whether to continue the arrangement or not.

A governor noted that the outreach reported was excellent and asked how many students it was likely to have covered. The Headteacher said that the exact number was not monitored, but it was in the many hundreds. As an example, Clare Slyfield, a member of the support staff, ran a computing session on term time Saturday mornings for groups for six weeks at a time which had between 10 and 25 attendees (including parents) and which had been running now for six years.

A governor asked regarding the use of social media platforms for disseminating information about the school. The Headteacher confirmed that various social media approaches were used with Instagram being investigated as the next one.

The Headteacher reiterated that he was happy to report on any aspect of the school as governors required.

Governors noted the staff changes as presented.

Governors thanked the Headteacher for his report.

**14. DRAFT MISSION STATEMENT**

The Headteacher explained that he had reviewed the mission statement and changed it slightly to reflect the new focus and direction of the school. He said that the SIAMS headings of wisdom, community, hope and dignity had helped to refocus it and that it had been discussed with a number of staff. A governor asked that it reflected students of all faiths and none. Another governor noted that governors would look to see that it was implemented during their link governor visits.

*Decision: Governors approved the mission statement with the inclusion of students of no*

*faith*

## 15. SCHOOL DEVELOPMENT PLAN

Note that this item was taken after items 1-4.

Mr Espejo introduced the previously circulated summary pages of the School Development Plan. He noted that governors had reviewed them previously, however they now included the subjects which would receive most focus and attention following the summer exam results. He noted that the Quality of Teaching & Learning had been updated to reflect the new planned Ofsted framework to recognise progress as well as attainment and that the Leadership & Management section had been updated to give a more specific reference to the investigation report.

A governor asked if there was documentary evidence to demonstrate the outcomes of the SDP targets, from departments. Mr Espejo said that the SDP provided the framework which departments took into their own departmental plans. These would then be monitored for delivery. On being asked, he confirmed that the departmental plans would be made available to governors when they made their link governor visits.

A governor noted that there was no reference to extra-curricular activities. Mr Espejo explained that there were no plans for significant changes to extra-curricular activities as so much was already in place, hence why they were not included. He said that current initiatives would continue to be developed throughout the year.

Mr Espejo explained that this would be the last main update of the SDP this year with the focus now being on delivering the improvements.

In relation to the extra-curricular activities, the Headteacher highlighted the inclusion of the development of the five courts and the all-weather sports facility, both of which he anticipated would increase extra-curricular activities.

A governor asked if there was a named member of staff allocated to each target, which the Headteacher confirmed was the case in the detailed plans.

A governor asked how the school planned to address the disparity between GCSE predictions and actual grades experienced in 2017/18. Mr Espejo noted that there was a focus for departments to refine marking and predictions now that one year of the new style GCSEs had taken place. He explained that staff now had a better understanding of the position and whilst it would be monitored, it would only become an SDP issue if the disparity continued in 2018/19. He confirmed that these issues were already in departmental plans.

Governors thanked the Acting Assistant Headteacher for his presentation and noted the proposals for the 2018/19 plan.

16.45: Mr Espejo left the meeting.

## 16. NEW CHINA INITIATIVE WITH WOODARD

This item was taken as part of item 18.

## 17. POLICIES

Item 17 (i) was taken after item 15, early in the meeting.

(i) Child Protection Policy: this policy had been circulated to governors previously and had

been agreed by the Curriculum Committee. Mrs Maxwell noted that it reflected Keeping Children Safe in Education.

***Decision: Governors approved the Child Protection Policy***

(ii) Pay Policy: governors approved the pay policy.

***Decision: Governors approved the Pay Policy***

(iii) Admissions Policy: governors noted that this policy had been agreed by the Curriculum, Personnel and Admissions Committee.

***Decision: Governors approved the Admissions Policy for consultation***

**18. SCHOLA**

The Acting Deputy Headteacher explained that the SCHOLA initiative with the Woodard Foundation had come to the end of its three year term. He informed governors that it related to providing Woodard schools with additional resources to assist with Oxbridge and medical school entry and included activities such as short residential courses and online resources. He explained that this was effectively monetarising the intellectual property of the school, with £140k received over three years. He noted that Woodard were keen to continue the initiative at a reduced rate. He said that his plan was to continue to offer the two day residential courses together with the online resources, for a reduced fee of £20k per year. Governors concurred.

***Decision: governors agreed that St Olave's should approach Woodard Foundation with an offer to continue a reduced scale SCHOLA project for £20k pa***

The Headteacher referred to item 16, the Woodard China initiative. He reminded governors that the school getting involved with anything in China was very sensitive. He said that the school had no wish to work towards a school in China, however the Woodard Foundation had approached them regarding providing the SCHOLA type package and advice on other academic extra-curricular activities, eg Journals, Societies etc, for use by the Foundation in conjunction with Hurstpierpoint school who would act as their lead. St Olave's would therefore have no direct contact, but operate through Hurstpierpoint, providing assistance with the sixth form enrichment activities. He explained that this could provide the school with an additional income stream, possibly around £150k pa. He noted that the Chair of Governors at Hurstpierpoint school was Tony Jarvis, a previous Headmaster at St Olave's and who was therefore very aware of the situation and sympathetic to the school. He explained that the school had not yet committed to taking part other than for a Woodard funded trip for Mr Espejo to visit China in November to find out more about the requirements. He noted that he had declined to join the trip.

Governors were wary of the proposal. The Headteacher confirmed that the Woodard Foundation was a not for profit organisation which focused on education provision in England. On being asked, he noted that some 20k Chinese students per year were expected to benefit if the school went ahead with the proposal. A governor noted that it was likely that the package would be taken and replicated in other parts of China without any benefit to the school.

Governors agreed that Mr Espejo should be part of the visit and find out more, however declined to commit further without additional information and detail on the proposal.

***Decision: Governors agreed that Mr Espejo should join the trip to China but declined to commit further to the proposal without further information***

**19. RESOURCES ISSUS**

The Chair of the Resources Committee noted that the key issue identified had been for the school to stay within budget recognising the financial pressures it found itself under. He reminded governors that the Business Manger had been asked to produce a three year budget forecast. He also noted that they had approved work on window frames around the school for £27k and approved in principle work on an electronic registration system, subject to a more detailed case at a future meeting.

**20. SCHOOL JOURNEYS**

The Headteacher introduced the previously circulated list of overnight school journeys. Governors were pleased to see the variety.

*Decision: Governors approved the list of overnight school journeys.*

**PART B (CONFIDENTIAL – SEE CONFIDENTIAL MINUTES)**

**PART C**

**29. RESOURCES COMMITTEE MINUTES**

Governors noted the minutes of the meeting on 3<sup>rd</sup> October 2018.

**30. CURRICULUM, PERSONNEL AND ADMISSIONS COMMITTEE MINUTES**

Governors noted the minutes of the meeting on 17<sup>th</sup> October 2018.

**31. DATE OF NEXT MEETING**

It was noted that the date of the next meeting of the Governing Body would be on **Wednesday 6<sup>th</sup> March 2019 at 16.30.**

**32. ANY OTHER BUSINESS**

There was no further business.

The meeting closed at 18.45.

**Signed .....**      **Date .....**