

**Thomas Hardye School – 18<sup>th</sup> July 2018**  
**Meeting of the Governing Body**  
**Training Room, 4.30pm**

**Present:** Garry Batt (Chair), Mike Foley (Headteacher), Tim Gallego, David Grassby, Martin Baker, Lynne Cove, Jon Dean, Natasha Bousfield, Iain Cornell, Linda Morrison, Rachel Turberville-Smith, Mike Faulkner, Tom Hardinge, Helen Arthy

**Apologies:** Simon Conibear, Tony Foot (may be late). Apologies accepted

**Clerk:** Vicky Smyth

Item	Minutes	Action
17/139	<p><b>Gail Cheeseman – CACHE Courses</b></p> <p>Ms Cheeseman introduced herself to Governors and explained that she presently runs a Level 3 and a Level 2 CACHE Childcare course in the sixth form. She advised Governors that the CACHE course is truly vocational and that students spend 2 days per week in placements. Ms Cheeseman highlighted to Governors that she understands that the courses have low numbers but wanted the Governors to know that the students on the CACHE course are unique in the school and are vulnerable. She gave an example of one student who didn't have bad results but knew there was nothing for her at Thomas Hardye, however, she will leave sixth form this summer with the equivalent of 3 B's at A Level. Ms Cheeseman raised her concern that these students will not go elsewhere as they are not ready to make the transition to a new environment and are at risk of becoming NEET (Not in Education, Employment or Training). She advised Governors that the CACHE course helps them to make this transition as well as giving them a strong academic base to work from. The students will gain UCAS points from this course so that they are able to go on to university. Out of 6 students with low scores last year, 5 achieved the equivalent of 3 A's and 1 achieved 3 b's. She asserted that THS students are sought after and that employers want THS CACHE students because the staff work very hard to help them to take their next steps. An example of this is one student who, despite being in level 4 psychiatric care, still managed to attend every day and will qualify. Ms Cheeseman confirmed that the course has students with health, mental health and physical health issues and that the staff work hard to get them into placement. The staff also work alongside DASP primary and pre-schools which helps to build relationships. She reiterated that she knows and understands that the numbers are low and that the cost of the courses is a concern. She explained that the course costs about £95k and that this year's figure of 14 students only amounts to c£56k income. Ms Cheeseman highlighted that some of this money has to go to Maths and English for their re-sits and that presently these students have separate lessons for this. She suggested that a cost saving measure could be to move them into normal re-sit classes. Other suggestions Ms Cheeseman made included to reduce hours and on costs and teaching hours. Ms Cheeseman asserted that she is proud to say that THS is an inclusive school and that she doesn't want the school to lose this or the connections the CACHE team has made in the community.</p> <p>Ms Cove commented that she knows the veracity of what Ms Cheeseman is saying and she has sympathy for that due to her work with the nursery who have taken some of the CACHE students and benefited from this. She added that she is equally aware that money is tight. Ms Cove thanked Ms Cheeseman for attending and for her speech.</p> <p>Q: Mr Grassby asked whether the students go into the workplace via university. Ms Cheeseman confirmed that it was approximately 50/50; some will work for a year and then go onto university and that Level 2 students tend to go into employment and may continue training once in employment. A further few will go into university</p>	

later on.

Q: Mr Grassby asked whether the students could transfer into work in care homes. Ms Cheeseman confirmed that some students had chosen this route as the skills are interchangeable. Mr Grassby commented that this field is likely to be the biggest employers in this town. Ms Cheeseman commented that the success is not just the exam results but of teaching them to be punctual, reliable, and to live their lives.

Q: Mr Grassby asked if there was an equivalent course elsewhere. Ms Cheeseman advised that there was not an equivalent at KMC and that THS do the technical certificate in early years and organise a range of placements for the students such as pre-schools, opportunity groups, working in families. She added that some ex-students are working abroad but most will stay in this vicinity.

Q: Ms Turberville-Smith enquired as to what had been done to increase numbers as she is aware that Weymouth college also run this course. Ms Cheeseman clarified that the course was similar, but not the same and that a lot of work had been undertaken here, particularly by Ms Bousfield, but she was not sure what else could be done. She confirmed that it is advertised in the prospectus and that local Heads had been written to request promotion among other things. She questioned whether prospective students think that because THS is seen as an academic school it is therefore not for them.

Mr Batt thanked Ms Cheeseman for her cogent and impassioned plea and assured her that her comments will be considered by this board as they too care deeply about the ethos she has described. Ms Cheeseman left the meeting.

Mr Foley explained the schools position in terms of cost vs income and that this had been noted when reviewing the curriculum. He iterated that it is not the only course losing money but that it is still losing money after a lot of work over the years to increase the numbers. He confirmed that everything Ms Cheeseman had said was true – the good outcomes, good progression and that it is very much a pastoral support in the sixth form.

Mr Batt expressed his view that this was too important to decide at this meeting as had come to the Board late. Mr Foley noted Mr Batt's comments.

Mr Baker agreed and stated that there are two issues at hand – a decision about the course as well as considering how are to manage the futures of those young people. He asserted that this needs to be split out and considered separately.

Q: Ms Cove asked where the students would they go if the course was removed from THS. Mr Foley suggested it would probably be Weymouth College.

Q: Mr Grassby asked whether it was the most successful of the school's vocational courses. Ms Bousfield explained that Business Studies, Science and PE are all growing.

Q: Mr Grassby enquired as to which other courses are losing money. Mr Foley explained that Languages and Dance are also in this position. Mr Grassby asked how much these courses were losing. Mr Foley explained that the school needed 18 students in a class to make it viable. Ms Bousfield added that A Level German tied in with GCSE German and was taught by the same teacher so it was more complicated.

Q: Ms Turberville-Smith queried the risk to the school's reputation. Mr Foley acknowledged this concern and stated that THS is a sixth form centre with A Levels and that he wouldn't want to turn the school more into vocational as there is already this provision elsewhere. Mrs Bousfield added that the CACHE course is high quality and the senior management are proud of the provision but that the school is fighting an uphill battle with recruitment.

Q: Mr Grassby asked those present whether they are we saying that they want the school to be purely academic as he thought this was not the case. Mr Foley agreed that he did not want the school to be purely academic but stated that it cannot be a sixth form that provides everything for everyone, particularly in the current financial position. He added that the key thing is that there is this provision in this

	<p>part of Dorset. He concluded that the schools responsibility lies in good careers advice and that THS will lose students between GCSE and 6<sup>th</sup> form and that this is to be expected. Mr Foley concluded that he is proud of THS as an inclusive school but that Governors should consider whether they are prepared to run a consistently loss making course indefinitely, with the current financial situation the school is facing.</p> <p>Mrs Cove suggested that this be added to the agenda of the next Governing Body meeting as she feels it requires some thought and that the notice was too short for the Governing Board to make this decision today.</p> <p>Mr Foley reiterated the question put to Governors above and agreed to prepare a paper, including figures, for Governors to consider in advance of the next meeting. Mrs Smyth was requested to schedule a meeting in the second or third week of September.</p>	MF VS
17/140	<b>Declarations of Interest:</b> None	
17/141 17/141.1  17/141.2	<p><b>Election of Chair and Vice Chair</b></p> <p>Mrs Smyth called for nominations for the position of Chair of Governors. Mrs Cove nominated Mr Batt. Mr Batt agreed that he was willing to serve as Chair. Governors were asked if they would like Mr Batt to leave for the vote. Governors unanimously agreed to elect Mr Batt as Chair in his presence.</p> <p>Mr Batt called for nominations for the position of Vice Chair of Governors. Mrs Arthy nominated Mrs Cove. Mrs Cove agreed that she was willing to serve as Vice Chair of Governors and Mr Baker seconded Mrs Arthy's nomination. Governors again opted to unanimously vote Mrs Cove to the role of Vice-Chair in her presence.</p>	
17/142	<p><b>Terms of Reference</b></p> <p>Governors unanimously voted to keep the Terms of Reference unchanged. These will go to the Directors of the MAT for approval at their next meeting.</p>	
17/143	<p><b>Link Governors</b></p> <p>Governors unanimously agreed to leave the link roles as is. Ms Bousfield reminded Governors that the Careers link role was vacant and needed to be filled.</p>	Govs
17/144 17/144.1  17/144.2	<p><b>Minutes of the last meeting:</b></p> <p>The minutes of the last meeting were signed as a true and accurate record.</p> <p><b>Matters arising</b></p> <p>Mr Batt reviewed the action table with Governors and one action was found to be outstanding. Mr Foley confirmed that he had yet to invite a representative of the CCG to attend school to meet with the SEND team and requested that this be left on for the next meeting.</p>	MF
17/145 17/145.1  17/145.2	<p><b>Headteacher's Report</b></p> <p><b>MAT</b> Mr Foley advised Governors that the MAT remains a MAT of one school, THS. He confirmed that Bere Regis is close to conclusion and will be the first additional school to join.</p> <p><b>Alternative Provision</b> Mr Foley informed Governors that he had written to the council respecting students with dual registration and had received a reply that morning, which was not particularly satisfactory. He advised Governors that the school has 6 students presently dual registered – this means that they are educated at the learning centre but registered at THS. THS pay £6k per student annually but the Council have now decided the school will have to pay the full cost of the placement which is c£20k plus transport costs. Mr Foley confirmed that he had added approx. £70k into the school budget next year to cover this but was hoping that the students would be assessed as requiring Education Health Care (EHC) Plans as this would mean that their places are funded. He warned that if the students are considered not to need EHC plans then the cost will be higher than the budget allocation and the school will have to remove this cost completely in the future. Mr Foley advised Governors that permanent exclusions will increase as a result, which is regrettable as it is a massive stigma for the child and is something staff would wish to avoid at all costs. He opined that this is another example of the</p>	

17/145.3	<p>cost pressures that the school is dealing with and that there is no solution in the short term other than to cover it for now.</p> <p><b>Redundancy Process</b> Mr Foley expressed his thanks to Mr Batt, Mrs Arthy and Mr Conibear for helping with the redundancy process. He acknowledged the considerable time and work expended and informed Governors of the good news that compulsory redundancy was not required for one of the staff groups. Unfortunately, there had to be 2 compulsory redundancies made in another group of staff but that the aim to reduce hours to 540 had largely been met and a total reduction to 544 had been made. This was as a result of 4 voluntary redundancies as well as reducing staff hours, all of which, Mr Foley opined, was highly regrettable.</p>	
17/145.4	<p><b>Building projects</b> Mr Foley confirmed that the dining room extension is progressing well.</p>	
17/145.5	<p><b>Staffing</b> Mr Foley advised Governors that once again, the list of staff arriving in September is significantly smaller than the list of staff leaving in the Summer. He noted that most of the new staff are either part time or Newly Qualified Teachers (NQT). He concluded that this was a reflection of the last 8 years and warned that despite this, the budget is still in a large deficit.</p>	
17/145.6	<p><b>Potential Results</b> Mr Foley informed Governors that he would address the results at the meeting in September. He circulated a report and requested that Governors use these as their last set of predicted and potential results to compare to the actual results at the September meeting.</p>	
17/145.7	<p><b>School Activities</b> Mr Foley advised Governors that the school continues to thrive and listed the events and activities of the last term. He gave particular mention to the careers and awards evenings and assured Governors that the school remains vibrant. He requested that his thanks to all staff and volunteers involved in the school, for their hard work, be recorded in the minutes.</p> <p>Mr Batt requested that the Governor's thanks to Mr Foley, the Senior Management Team and all the Staff also be formally recorded in the minutes. Mrs Arthy added that she had been impressed as a parent, as to how all the changes to GCSE's had been managed and that students have been able to remain calm. She opined that it had been handled and held by staff really well and that Governors need to acknowledge and say thank you to the staff for this too. Mrs Cove agreed and noted that it was remarkable that standards have stayed despite all of the pressures. Mrs Arthy concurred and noted that it hadn't felt to her, as a parent, that the staff had been under massive pressure even though she was aware that they had.</p>	
17/146 17/146.1	<p><b>Learning and Community</b> <b>School Improvement Plan (SIP)</b></p> <p>Ms Bousfield gave a presentation on the school improvement plan and advised Governors that the Summer term focussed on self-evaluation. Ms Bousfield shared some of the results of the staff survey with Governors, highlighting that more staff completed the survey this time despite there being a smaller team and that the second survey gives management a better view. She advised Governors that staff had also completed SWOT Analysis within their teams and that these are being collated and analysed. She added that exam results and departmental improvement plans are included in the cycle. Ms Bousfield confirmed that the end point for the self evaluation process is the 28<sup>th</sup> Sep and that Governors will have a copy of the Self Evaluation Form (SEF) by their October meeting, ready to discuss. Ms Bousfield demonstrated how this fits with performance management and the CPD cycle. She added that the growth of the teaching school is having a massive impact on this and that staff feel that the focus is very much on Teaching &amp; Learning (T&amp;L). Ms Bousfield cited that 94% staff agreed that T&amp;L is the focus of the staff. Ms Bousfield gave some examples of personal learning made by staff, and explained that some staff may be requested to undertake some of the training as it addresses the issues in the SIP that may pertain to them. The SIP is the layer on top – the</p>	

17/146.2	<p>quality assurance is below this and that happens across school, in curriculum areas, college teams etc. Each will have a hard file of evidence.</p> <p>Ms Bousfield explained that Governors are a key part of this process too and reminded them of the SWOT analysis they completed in a meeting two years ago – governors were easily able to identify strengths and weaknesses but this and the feedback was not enough. In addition, there had been little time for Governors to look at detailed evidence prior to completing such an activity. Ms Bousfield informed Governors that between now and September, she would be providing this information to them. The information would include feedback from Governors walkabouts, analysis of staff survey results, analysis of exam results and that this will give Governors a much better overview and it will also enable Governors to question the new SIP to ensure it has the correct focus. Ms Bousfield advised Governors that the last point is governance self-review and that she was looking at a voluntary, facilitated session for Governors in November. This will be an activity based session where the impact of governance will be considered and Governors will review minutes, attendance, training, skills etc. Ms Bousfield finished by thanking Governors for the increase in take up of the walkabouts advising them that she will calendar the walkabout dates next year to have a clear focus, to make them a little more formal, as well as organising link governance meetings for after the walkabouts as staff really felt this was valuable. Governors stated that they were impressed and grateful for Ms Bousfield’s work in this area.</p> <p><b>Educational Visits report – Jon Dean</b></p> <p>Mr Dean displayed some statistics respecting education visits undertaken throughout the 17/18 academic year:- 238 visits, 50 residential trips, over 212 days, 3 continents 10 countries, 1684 students (80% of school population), only 6 medical incidents. He assured Governors that the schools systems were robust. Mr Dean explained the process - All trip leaders will take a copy of the insurance policy and card with them. Mr Baker raised the issue of loss making trips highlighted to Governors earlier in the year and asked if the school can now adequately plan, cost and report to ensure that trips are not loss making. Mr Dean assured Governors that staff are now well acquainted with evolve, the trip management system and that staff will be receiving forms to factor in parent pay charges, viability figures etc to ensure they are costing trips accurately. He concluded it was about giving staff that support so they can produce an accurate figure.</p>	NB
17/147 17/147.1	<p><b>Finance and Resources</b></p> <p>Budget and Cashflow – Circulated in advance</p> <p>Mrs McKie asked Governors if they had any questions on the in-year budget and cashflow circulated in advance. She offered Governors an opportunity to meet and go through it outside of the meeting if they would prefer. Mr Batt asked again if Governors were happy with 2017-18 budget report and there was unanimous agreement. Mr Foley confirmed that the school had spent £408,067 more than it had earned. He informed Governors that all schools in Weymouth with the exception of Wey Valley are now in debt.</p> <p>Q: Mrs Arthy asked what this would mean for a school. Mr Foley explained that if the school is a Local Authority (LA) School then County will take over the budget. If the school is in a MAT it would be the MAT’s responsibility. Either way, the school is likely to lose any right to control their own budget. In standalone academies, the EFSA would take over as well as if a MAT as a whole was in this position. A recovery plan would be required first and if they deemed it unsuitable, they would take over. Mr Baker advised Governors that the budget was for the information of the Governing Body but the power to approve sat with the MAT Board.</p> <p>Q: Mr Grassby asked what is published. Mr Foley explained that the MAT figure is published.</p> <p>Q: Mrs Arthy asked whether all the money goes into one big pot. Mr Foley agreed that technically this was the case but that there would be a nominated budget for each school and a percentage of this budget will go into the MAT to pay for central</p>	

<p>17/147.2</p>	<p>services. Each school will need to balance its own resources.  Q: Mrs Arthy clarified that the MAT are liable but not the school. Mr Foley agreed that this was correct and that one school's budget could impact on another but it was the role of the Directors to monitor and ensure that if efficiencies can be made then they are. Mrs Cove added that this is why the Directors are being so cautious with their due diligence.  Q: Mr Grassby asked whether centralised services will generate funds. Mr Foley agreed that Directors are considering this but that Mrs McKie had been flat out bringing in a new finance system as well as managing other issues..  <b>Budget 2018-2019</b> Mrs McKie displayed the 2018/19 budget plan on screen and directed governors to the notes sent out in advance. She confirmed that there had been a small change since circulation as she had been able to put in the exact redundancy figures instead of the assumptions. The impact of this has been to bring forecast deficit down from £558k to £495k. She added that capital funding was attempting to be kept to the side and if the school was able to retain this then the deficit could be lowered to £450k. Mrs McKie iterated that staffing costs should be around 80% of the budget, so the 2018/19 percentage figure is still too high despite the school mitigating with other income. Mrs McKie turned to the 3 year forecast and informed Governors that she has made some assumptions respecting savings required from the staff budget going forward. She advised Governors that some of this saving would come from leaving staff and that some staff will not continue to move up through the performance management grading system.  Q: Ms Turberville-Smith asked who sets the above. Mrs McKie explained that pay and conditions are set by government and unions and that the MAT could opt out but had chosen not to.  Q: Mr Gallego noted that KPIs are really useful.  Mr Foley advised Governors that the £495k deficit was a worst case scenario. He added that the government are presently sitting on a teachers pay review report and that teaching salaries are the most important thing with regards to making the budget either work or not. He informed Governors that the budget included a 2% unfunded increase but that the rumours are that the report advises of an increase of 3.5%. Mr Foley explained that if this was to happen it would cause huge problems for schools all over the country, however, if the pay increase is funded, it will reduce the school's deficit. He reminded Governors that the school had saved the equivalent of £4million since 2012 which is a testament to the school community.</p>	
<p>17/147.3</p>	<p><b>Aged debtor report</b> Circulated in advance. Mrs McKie advised Governors that some of the debts on the report will have to be written off as there was little housekeeping undertaken in the previous year. She added that the single large amount is not a concern as the reasons for the delay are known and it is shortly to be paid. Everyone else is now paying on time.</p>	
<p>17/147.4</p>	<p><b>SWAP</b> – Mrs McKie confirmed that they would resume their internal auditing programme next term.</p>	
<p>17/148</p>	<p><b>Policies</b>  All policies were circulated in advance to Governors and Mr Batt asked if there were any questions, queries or concerns.  Q: Mr Hardinge raised a query respecting the Physical intervention policy respecting searching students with parents present and asked whether this had to be in the policy as the practicalities of this would be difficult for staff to manage. If it does need to be the case then staff must be made aware. Mrs Smyth to raise this with Mrs Chittenden. All policies were approved subject to the query on the physical restraint policy.</p>	<p>VS</p>
<p>17/149</p>	<p><b>Any other business</b>  <b>Date of Next Meeting</b>  12<sup>th</sup> September 2018</p>	

**Action Log**

Person	Action	Timing	Outcome/Update
Mike Foley	Invite CCG into school to discuss health needs of pupils	ASAP	Stay on
Mike Foley	Prepare paper respecting CACHE in advance of next meeting	07/09/18	Complete
Vicky Smyth	Add extra date for meeting to discuss CACHE and results	ASAP	Meeting to take place on 12/9/18
Governors	Governors without a present link role to volunteer for Careers Link Role	12/09/18	
Natasha Bousfield	Send Governors information as per SIP agenda item	12/09/18	Complete
Vicky Smyth	Raise Mr Hardinge's concern respecting the Physical Intervention Policy	ASAP	Complete