

**The Axe Valley Community College**

**MINUTES OF THE MEETING OF THE FULL GOVERNING BODY  
Thursday 21 May 2015  
6.00pm in the Conference Suite, Sixth Form Centre**

Initials	Eligible to attend	Attending	Type of Governor	Office terminates
GW	Dr Graham Watts (Chair)	Y	Local Authority	11.09.2018
CW	Dr Carol Woodhouse	N	Co-opted	05.10.2017
GG	Mr Graham Godbeer	Y	Co-opted	10.04.2017
DM	Mr David Mortimer	Y	Parent	29.11.2016
MS	Mr Martin Smith	Y	Headteacher	
GK	Mr Geoff Kerr	Y	Co-opted	26.07.2018
LWai	Mrs Louise Wain	Y	Parent	07.12.2015
WC	Mrs Wendy Cryer	N	Co-opted	17.04.2016
HB	Mrs Heather Burnett	Y	Parent	08.02.2016
JB	Mrs Jane Boulton	N	Co-opted	16.10.2017
JP	Mrs Julie Paddick	Y	Parent	18.12.2018
MH	Mr Martin Huscroft	Y	Parent	18.12.2018
MC	Ms Mary Cleare	Y	Staff	27.03.2019
LW	Miss Lin Walkerdine	Y	Clerk	

In Attendance: Mr Jeremy Walden; Mrs Debbie Humberstone

20150521-1	Apologies from the following members of the governing body were received: Jane Boulton; Wendy Cryer; Carol Woodhouse. These were <b>sanctioned</b> .	
20150521-2	<b>Declaration of Pecuniary Interest in the Meeting</b> None declared.	
20150521-3	<b>Minutes of the Meeting held on 26 March 2015.</b> <b>These were agreed and signed as a true record.</b>	
20150521-4	<b><u>Matters Arising</u></b> i. <b>Safeguarding Audit Report from Jane Lake, Safeguarding Adviser still to be received.</b> ii. <b>Dates 2016-2017 MS to distribute to parents</b>	<b>MS</b>
20150521-5	<b><u>Chair's Business</u></b> <b>i) Correspondence</b> 1. Letter from Sue Clarke with attached letter from DfE re Radicalisation and Extremism had been circulated in advance of the meeting. Schools need to demonstrate that they are aware of this. MS commented that the College needs to consider that our pupils do move outside of our locality. Radicalisation can also mean a move to far right as well as extremism in its broadest sense. Specialist police unit is available to hold training. Assemblies could also be a useful resource for pupils to receive information. MS cited the Payhembury visit to a Mosque and St Pauls in London. MH suggested that a video made by Somerset Police on how a boy was radicalised would be a useful resource. 2. Thanks to DM and members of the Disciplinary Committee as there had been several meetings in the last few weeks which have involved a considerable time commitment. The LA Officer, Marc Kastner was extremely complimentary on the documentation used and the procedure of the meetings. He has requested use of the proforma devised by DM for Governor training in Devon. This has been sent by email. MS: it is important to understand the role of Governor in terms of challenge regarding the process and ensure correct procedures have been followed	

rigorously. DM commented that there is on-going learning for Governors and staff. MS had recently attended an Appeal Panel meeting at DCC. Accuracy of minutes of the hearing and lack of challenge by Governors were highlighted.

#### **ii) New Governor Appointments**

Darren McLeod has resigned due to pressure of work. GG has indicated he will be retiring in July 2015.

The Chair introduced the nominated new governors who were in attendance and asked Mary Cleare (Staff Governor), Jeremy Walden and Debbie Humberstone to give a brief introduction/summary about themselves.

The appointment of Jeremy Walden and Debbie Humberstone as Co-opted Governors was **approved**. The Chair requested a profile from each of the new Governors for the Governor section of the website.

#### **Committee Membership**

There are 13 Governors available to sit on Committees which is currently a 5/4/4 split for the 3 main Committees (5 for CLT) not including the HT. It is difficult to give Governors their preference and remain quorate.

#### **iii) Student Representation at FGB**

The Chair asked Governors for their views. MS commented that if a Student President role was created, part of that role could be attendance at GB meetings. The role needs to be clarified and many agenda items discussed may not be appropriate or interesting. Student input at CLT Committee meetings has been particularly informative on Anti-Bullying policy and has changed policy as a result. **Governor Challenge:** how are views obtained from the student population? From the Student Council who are representative of students. **Governor Challenge:** We are required to consult with stakeholders. Students are stakeholders. **Governor Challenge:** clear set of objectives as to their role on GB. Need to be consulted and involved but get the balance right. GG commented that he had been tasked by Axminster town to involve students as part of neighbourhood consultation. A questionnaire was organised and information received found to be useful and informative however it is important to provide subjects to focus on. A range of selected topics from each Committee could be provided for students. **Governor Challenge:** generally young people value being asked for their opinions, they have so much information. **Governor Challenge:** if the School Council raise an issue is there a conduit to the GB? MS confirmed that the issue would be discussed within the school first.

**Governor Challenge:** A Governor to attend School Council meetings was suggested. Consultation with stakeholders has been a priority for the GB for the last 3 years therefore it was **agreed** to explore the possibility of involving students more with the GB.

**Governor Challenge:** it may be sensible to contact other schools where this has happened to share good practice and objectives e.g. Honiton Community College.

MS: 3 years ago the prefect system was ad-hoc and informal. Students did not take the position seriously and were not monitored. Staff started to put time into the prefect system and provided a job description and held interviews. Training was also offered. The system was formalised and invested in and as a result taken more seriously. The School Council is similar in terms of under-investment of time and resources and needs to get the foundations right i.e. a Constitution and a bigger profile in school e.g. a dedicated noticeboard with School Council members. **To be actioned as soon as possible.**

#### **iv) Meeting Dates**

Proposed dates for next year were circulated and **agreed**.

The Achievement Committee will meet 4 times a year. Dates of meetings will be provided once the school calendar is set for next academic year. T4 data will be reviewed in September.

20150521-6	<p><b><u>Clerk's Business</u></b>  <b><u>Register of Business Interests</u></b>  <b>The register was circulated for signature.</b>  <b><u>Website</u></b>  Two new sections have been added to the website. In the Parents section a Consultation page has been set up and the first consultation was on the Sex Relationships Education Policy with deadline date for response of 22 May. Secondly 'Our Key Documents' has been added to the Information Page. This will have the last Ofsted Report and other key information e.g. Core Values. GCSEPOD was praised by HB, it is extremely useful for pupils and their families.  MS confirmed that the website needs a refresh and there is funding available. From September 2015, there is a statutory requirement to publish business interests of Governors on the website</p>	FGB
20150521-7	<p><b><u>Headteacher's Report</u></b>  The report was <b>noted</b>. The Chair asked for any questions.  <b><u>Achievement</u></b>  Reported via Committee minutes.  <b><u>Teaching</u></b>  The SEF will be updated over half term and available from 8 June 2015.  <b><u>Behaviour</u></b>  The behaviour system is due to be updated. It has grown and developed in layers over a long period and needs to be made more efficient and effective. There are six key points we can examine to bring about these improvements:  1. <b>Collective responsibility:</b> everyone needs to have ownership and involvement in managing behaviour: teachers, tutors, Subject Leaders all play a key role in a system where there are clearly defined tiers of response  2. <b>Clarity:</b> creating a clear, simple policy and system that is understood by all, reinforced in classrooms and displays  3. <b>Common approach:</b> unifying philosophy and language adopted in our approach to behaviour management based on a well-known, proven model  4. <b>Consistency:</b> agreed systems and approaches are implemented by all  5. <b>Capacity:</b> time to be able to implement and effective training / sharing best practice  6. <b>Communication:</b> parents, students and staff are clear about what is happening, why things have gone wrong, what is going to be done to improve. This should be reinforced in posters and displays around site.  Engagement with governors, staff, students and parents will take place to prepare for a new system in September 2015.  <b>Governor Challenge:</b> it is not about rewriting the policy more about the implementation which is an operational issue not strategic. Staff, pupils parents are involved in implementation, Governors take the strategic view on policy.  <b>Governor Challenge:</b> how will we see how successful the changes are? MS commented that changes will be rolled out in September 2015 and expect to see some reflection in the CDP with success criteria e.g. reducing sanctions etc. An interim report on impact will be available in the Spring Term when a review of KPIs will take place.  Exclusion rates for the College are higher than national average which can be explained by our thresholds being higher however data will now appear in the Raiseonline document which Ofsted review. An alternative sanction of Internal Exclusion has proved successful - this term there has only been 1 FTE for 1 day and not as many internal exclusions.  <b>Governor Challenge:</b> is this a result of more focused approach in Year 10 and</p>	

Year 7? MS commented that Year 10 students are certainly calmer and more settled. The strategy to combat this was to use the sanction system rigorously to tackle individuals who were engaging in defiant behaviour, particularly at break and lunchtime (e.g. leaving site without permission, smoking, anti-social behaviour). This has resulted in two Permanent Exclusions (PEX) (one parent elected for home education and the PEX is therefore suspended). Another student failed a Managed Move to Honiton CC but since rejoining has made good progress. Several students who were placed on Pastoral Support Plans have successfully met their targets and are now being managed through our conventional sanctions. One further student is receiving education through DPLS (PRU in Exeter).

At the same time, staff have pushed hard on positive, motivational methods. Sixty students have been appointed as prefects, eleven of these senior prefects. We have actively promoted the end of Year 10 exams (June) and organised a reward trip for students who meet targets set by the Year 10 Leader. As a result, we have successfully 'normalised' the behaviour of the year group to the point where the number of time outs and exclusions are in line with / below other year groups.

MS commented that it is important not to tarnish a year group as they will live up to it. Further challenges may arise as the cohort is heavily boy focused.

#### **Year 7**

Real challenges at individual level. Longer term work with the year group i.e. PSHE day in June is being implemented. Noticeboards on site will create points of information for students and on the website. New displays are being developed around the site promoting healthy and safe behaviours among students. This will provide advice and information to students on areas like healthy eating, mental health, e-safety, anti-bullying and drug awareness. Three main displays will be created in C Block, the quad and the main building and smaller boards will be created in student toilets. This was a recommendation from Jane Lake's informal safeguarding review in October 2014.

**Governor Challenge:** phones to access information? **Governor Challenge:** contact person information on each board? **Governor Challenge:** how often refreshed? MS responded by saying that there will be some static sections and some will be refreshed regularly e.g. leaflets.

**Governor Challenge:** Student council rep/link information to be included on the boards? MS commented that this was a good suggestion.

#### **Leadership**

##### **SLT**

SLT structure that has been in place since September 2014 has been reviewed. It is important to remember that the size of the team was reduced from 7 to 6, so it was always going to be a challenge. There have been some really positive outcomes. Firstly, our safeguarding practices have developed significantly. There is a tight Child Protection filing system in place, central to all safeguarding procedures. We have improved site security and supervision. Information about safeguarding is widely shared and acted upon. Secondly, we have undertaken some important developments in the leadership of achievement and intervention. The data system introduced in 2013-14 has been refined and the system is now widely understood and is closing the gap for underachievers. The role of the Year Leader, in particular, is clearly embedded in these processes. Our work around supporting Year 11 (and Year 10) has been extensive and great team work and careful planning have been key to this. Middle Leaders have been brilliant working closely with the new team to achieve the successes outlined above.

More is expected of schools in terms of keeping children safe which is absolutely right but this is hard when you have fewer resources at your disposal,

in school and externally. The new Devon Assessment Framework (DAF) system has sapped the capacity of schools and other professionals. The Learning Support team and our inclusion teams have all had to find the extra time to engage in this system. Kevin has done a sterling job developing further our data systems and keeping abreast of the ever changing world of assessment and accountability measures. Jacky has had to implement new financial reporting systems, manage the AGP project and manage an exceptionally tight budget. Moving forward, we have decided to make some changes to our structure that we believe will increase our capacity and effectiveness. Darren will be taking over direct responsibility for the sixth form from 1st June. Further to this, we have decided to separate Laura and Dave's role with Laura taking responsibility for achievement and inclusion for KS3 and 4, while Dave will resume a role that he held previously leading Teaching, Learning, Assessment and CPD. We will begin the transition to the new structure after half term. I am confident that these revisions will strengthen our work further. Kevin's and Jacky's role will remain unchanged.

**Governor Challenge:** who will have safeguarding roles? LJ for KS3 and KS4, MS will continue as Designated Lead.

#### **Safeguarding Visitor Policy**

We have developed a new Visitor Policy which is designed to provide a clear and robust system for how we manage the range of visitors and contractors that come to college. Here is a summary of the main features.

- General visitors to the site (e.g. parents, salesperson, visiting drama group etc.) will continue to be required to sign in at reception, issued a Visitor badge and asked to wait for the member of staff to collect them. Crucially, they must be supervised at all times during their stay on site and this is the responsibility of the person who has invited them to visit. This means, for example, that they cannot be left unsupervised to make a presentation to a group of students or, left to go to the canteen at break without an escort.
- Visitors that regularly visit the site (Educational Psychs, School Nurse, Supply Staff) who are required to have access to working with students and need to move around the site without supervision will only be permitted to do so if they are on a new 'authorised visitor list', which will be held in reception. To be placed on this list they will need to have proof of an Enhanced DBS and a Barred List Check. Authorised visitors will have an Authorised Visitor badge, which will be a different colour.
- Contractors who regular visit the site during school hours and need to move around site unsupervised (e.g. fire safety engineers) who also be required to have proof of an Enhanced DBS and a Barred List Check and will be placed on authorised visitor list. If a contractor is not on the list they will need to be supervised at all times during their stay on site.

These changes are part of our general safeguarding procedures in college.

**Governor Challenge:** electronic system used to scan with photo? MS commented that this would be cost-prohibitive.

#### **Managing staff absence from lessons**

##### **Current position**

An established system is in place for planned absences. However, more needs to be done to 'manage' the impact on lessons. Because this is not secure it can lead to days where there are unreasonable levels of teacher absence. This is unsustainable. Firstly, the impact of lessons delivered by cover supervisors / supply teachers, is detrimental to students' learning, progress and behaviour. We all know that standards of behaviour drop, having a knock on effect to Time Out and the After School Detention system. Secondly, the financial costs cannot

be afforded and don't represent good value for money.  
Conclusion: we need to manage better the number of planned absences.  
SLT have identified several changes that we would like to put in place. They are designed to significantly reduce the level of planned absence.

**Governor Challenge:** concern that LJ has a difficult role managing 5 year groups. MS reported that LJ will have a timetable of 15 hours per fortnight and DP 25 per fortnight.

#### **Update on Site Development**

Secondly, we are now at the stage where we are getting quotes for new fencing that will improve security along the access road to the Flamingo Pool and the Leisure Centre. We are planning on this work to be completed over the summer holiday.

#### **Staffing Update**

- Further to my announcement about Lisa Martin's promotion to Head of English at a school in Somerset from September, I am pleased to announce that we have appointed Dr Gabrielle Kirby as her replacement. Dr Kirby joins us from Honiton CC.
- We have appointed a new History Subject Leader – Richard Knott – for September. Gill Morrison decided to step down in this role, but will continue as a Teacher of History.
- We currently have x1 member of staff on long term absence due to ill-health (non-teaching).
- Jo Osborne, Rachel Hawkes and Melissa Baybutt are due to return from maternity leave before the end of the Summer Term.
- Nadia Flynn is due to be off on maternity leave for the Autumn Term and Nicola Bacon is due to be off for 2015-16 academic year. We are currently recruiting temporary replacements for these periods.
- There has been one formal investigation held under our Disciplinary Policy for a member of staff; this was led by a governor and the matter is now closed. This was the result of a complaint made by a parent.

**The Chair expressed his thanks to HB for her contribution to staff interviews and WC for her report as Investigation Officer.**

#### **Character Education Grant**

£193k has been awarded. Governors expressed their thanks to MS for the successful application.

Governor involvement will be required regarding due diligence. Governor representation from each school will sit on the Project Board and 2-3 Governors on the Project Assurance Group. The Board and the Assurance Group will meet quarterly for one year from 1 April 2015.

**Assurance Group: HB/GK**

**Board: CW/GW**

#### **General**

#### **Learning Community**

MS commented that there is no overwhelming clarity on future direction. Meetings are valued and LA has an expectation that the Learning Community is in place. Positive steps can be taken regarding common themes and projects across the schools once the LC is decoupled from employment and commissioning issues.

It is dependent on how much schools are willing to contribute to the central pot and ideas on what to get out of it. Some schools have kept their funding as in deficit budget. The LA does have a view that would like LCs to continue however from next year, funding will be devolved to schools.

	<p><b>Governor Challenge:</b> what is the LA vision for LCs? MS confirmed that they see it as an important branch of safeguarding – may be important for families across the LC – vulnerable students can gain help from Early Years services etc.</p> <p><b>Governor Challenge:</b> important for us as secondary school as transition is key but may not be solely through LC.</p> <p><b>Governor Challenge:</b> are there academies in the LC? MS informed Governors of the need to refocus and for secondary and primary schools to develop dialogue.</p> <p><b>Governor Challenge:</b> growth in Axminster population to be considered.</p> <p><b>Governor Challenge:</b> the LC is focused on learning and projects where TAVCC can have a positive influence.</p> <p><b><u>Jurassic Coast Teaching School Alliance</u></b> Regional Commissioners have been established to enforce DfE strategy on Academy chains and Free Schools and are working with Regional Ofsted. How do they improve schools if LA is in disintegration? Teaching school hubs are useful for CPD but also bring together outstanding schools to support less effective schools. £40k is given to Woodroffe School as the lead school to run this which is inadequate funding. A different model has been suggested whereby contributions are made by schools to cover costs (£2.5k). This will buy into membership and schools will have a greater say in projects etc. <b>Governor Challenge:</b> what are the advantages of the JCTS? Teaching training programme has produced a good Maths teacher here in addition to CPD opportunities, training and research. MS attends Steering Group meetings. MS commented that it is in our interests to have a positive relationship with Woodroffe. Governors to be aware and support this. This was <b>agreed</b>.</p> <p><b><u>CDASH</u></b> Governors supported the role of HT as Chair. This was considered beneficial for TAVCC however Governors are mindful of the work-life balance of the Headteacher. This was <b>agreed</b>.</p>	
20150521-8	<p><b><u>Budgetary Issues</u></b> <b>Verbal update on AGP</b> The original quote for the project based on ground condition which was not accurate and therefore will cost more to get the ground to what it needs to be at an estimated cost of £37k. To achieve this elements of project e.g. CCTV – enabling work, team shelters need to be postponed/removed. A legal challenge is being considered based on the data provided by the engineer. There may also be an opportunity to go to DCC re 106 monies. The Town Council are also considering two projects and AGP is one of them. JW to report back. Community Infrastructure Levy (CIL) – the College needs to be involved in a neighbourhood plan to gain access to additional funding.</p>	
20150521-9	<p><b><u>School Improvement Focus</u></b> <b><u>The College Self-Evaluation Form</u></b> Available by 8 June in draft form and fully completed by September 2015.</p>	
20150521-10	<p><b><u>OFSTED Focus</u></b> <b><u>Babcock Safeguarding Audit</u></b> Not available as yet – GW to send letter to Jane Lake. Jane Lake will return in</p>	

	<p>October 2015 for a further review.</p> <p><b><u>SIP Visit 22 June 2015</u></b>  3 sessions are available for discussion. All Governors are invited to attend. Headteacher Performance Management review will also take place (CW/LWa).</p>	
20150521-11	<p><b><u>College Marketing Strategy</u></b>  A discussion took place on how best to involve primary schools. Primary Headteachers could be invited into College. <b>Governor Challenge:</b> Executive Heads are better to approach if schools are in a Federation/MAT. MH commented that some parents have a historical view on the College based on their experience in the Eighties. Today, children who attend are better achievers and have added value/make good progress. Visits by students who have been academically successful to primary schools to talk about their experience of the College was suggested.  <b>Governor Challenge:</b> parents are often not coming to look around the College yet there are lots of good selling points. We could also extend the focus of primary workshops with our staff e.g. Science workshops at Seaton Primary School.  We also need to ask why pupils choose the College.  Need to target those schools with low success rate. <b>Governor Challenge:</b> it needs to be 100% from ACPS.  MS: Woodroffe perform better however there are lots of reasons for that however the school attracts parents looking for high academic standards. We need to get our marketing right e.g. sixth form bigger this year. Encourage more aspirational students to attend.  <b>Governor Challenge:</b> with possible shortage of resources, we need to form a group of staff to take responsibility/tasked with marketing.  Governors willing to join the group if possible. MS not to lead on it as higher priorities for him at the moment.  MS: We could track people at Open Day and Open Evening in March and capture contact details.  <b>Governor Challenge:</b> need to ask successful parents who opt for TAVCC.  <b>Governor Challenge:</b> good things happening are not promoted enough.  <b>Governor Challenge:</b> Character Funding to promote mental health issues/caring school is a powerful marketing tool.  <b>Governor Challenge:</b> small working group established was <b>agreed</b>.  <b>HB/JP/LW/MH/GK need 3-4 target strategies/activities to make impact.</b>  <b>Governor Challenge:</b> rate of take up? LW to collate numbers for Year 5 and Year 6.</p>	
20150521-12	<p><b><u>TAVCC 6<sup>th</sup> Form</u></b>  <b>East Devon Sixth Partnership</b>  17 June launch/planning day. Assurance Group CW to attend and Management Board Group HB/GK to attend.</p>	<p>CW/  HB/  GK</p>
20150521-13	<p><b><u>Future Status of TAVCC</u></b>  The new political landscape for the next 5 years will necessitate the need to review best options for the way forward. We need to choose and not be pushed into the decision. Approval for MS/FGB to start process and consider a MAT. This was <b>agreed</b>. MS/GW to have conversation/s with other schools.</p>	
20150521-14	<p><b><u>Committee Minutes</u></b>  <b><u>Curriculum, Learning and Teaching Committee 30.04.2015</u></b>  The minutes were <b>noted</b>.</p>	
	<p><b><u>Finance and Personnel Committee 15.05.2015 and 14.05.2015</u></b></p>	



	<p>The minutes were <b>noted</b>.</p> <p>Two meetings were held, the second one was a single agenda item on the budget. Figures gave a £32k deficit. Chair of Committee informed the GB of issues that have arisen. Letter to be sent to DCC Finance Department to express our concerns regarding the new reporting system and lack of correlation between cost centres and ledger codes. This has created additional work for staff and prevented Governors from carrying out their role of monitoring and reviewing budget reports.</p> <p>MS: let down by system and response awaited.</p> <p>Governor Challenge: the forecast budget is based on student numbers and therefore marketing is crucial.</p> <p>GK commented that it was helpful to have DM attending the Committee meeting.</p>	
	<p><b><u>Site and Buildings Committee 11.05.2015</u></b></p> <p>The minutes were <b>noted</b>.</p>	
	<p><b><u>Achievement Committee 13.05.15</u></b></p> <p>The minutes were <b>noted</b>.</p>	
20150521-14	<p><b><u>Regional and National News - DfE/DAG/NGA/Babcock</u></b></p> <p>A summary document from the Chair was <b>noted</b>.</p>	
	<p><b>Dates of future meetings:</b></p> <p><b>FGB 15 July 2015 - GK/HB not able to attend.</b></p>	
	<p><b>HB: Year 10 Parent' Consultation on E-Safety to be arranged.</b></p>	
20150521-15	<p><b>Items for the next agenda:</b></p> <ul style="list-style-type: none"> <li><b>i) New Ofsted Framework</b></li> <li><b>ii) Presentation on ASPIRE</b></li> <li><b>iii) SEF</b></li> <li><b>iv) Jo Pike Visit 22 June 2015</b></li> <li><b>v) Link Governor Meeting feedback</b></li> <li><b>vi) Response to letter sent on Budget Reporting</b></li> <li><b>vii) Review of Year</b></li> </ul>	

The meeting closed at 8.46pm.

Next FGB meeting 6.00pm on 15 July 2015 (please note change of date)

### Summary of Action Points

Minute	Action	By Whom	By When
20150521-4	Dates 2016-2017 MS to distribute to parents	MS	June 2015
20150521-5	<u>Student Council to be formalised with a constitution and objectives.</u>	MS	Sept 2015
20150521-10	<u>Babcock Safeguarding Audit</u> Not available as yet – GW to send letter to Jane Lake	GW	June 2015
20150521-11	Marketing Working Group HB/JP/LW/MH/GK need 3-4 target strategies/activities to make impact.	HB/JP/ LW/MH/ GK	Summer Term
20150521-11	LW to collate numbers for Year 5 and Year 6.	LW	June 2015
20150521-12	East Devon Sixth Partnership 17 June launch/planning day. Assurance Group CW to attend and Management Board Group HB/GK to attend.	CW/HB/ GK	June 2015

Signed .....Graham Watts, Chairman      Date: .....