

**Meeting of the Full Governing Board  
held in the School  
on Tuesday 19 September 2023 6.30pm**

**Present:**

Dr B Naylor (Chair)	BN
Mr T Hollis (Headteacher)	TH
Mrs Lucy Crossley	LC
Mrs L Worville	LW
Mr Neil Arnold	NA
Mr Colm Harte	CH
Mrs L Aird	LA
Mr N Jones	NJ
Prof C Leitmeir	CL
Mr G Ellis	GE

**Apologies:**

Dr. M Pobjoy  
Mr J Bilson

**In Attendance:**

Mrs L Martindale	LM
Mrs A Banks	AB
Mrs C Whitney (Clerk)	CW

**Actions:**

**2.0 Governors to complete and sign the annual Declaration of Interest form and return it to CW**

**7.2 CW to check the constitution regarding the right to remove governors who are not attending meetings and have not been contactable for some time**

**7.3 Committees to refine the governor's checklist to a more workable document, apportioning checks down to each committee from the senior staff report and other reports**

**5.c CW to refer to The Key to source a suitable reference template for new governors**

**6.b A new foundation governor is to be sourced.**

**6.1 CW to investigate the functionality of GovernorHub, to utilise it more effectively and possibly attend some training**

**8.d CW to add KCSIE 2023 to confirmations in GovernorHub**

**8.d.a GE and LW to look at how the 'Schedule of Musts' will be divided up and passed to other committees, by the next FGB meeting on 5<sup>th</sup> December**

**10.0.a LM to email the 2023 Child Protection and Safeguarding Policy and Procedures to CW, to email to governors for ratification**

**11.0.a New skills audit will be compiled once new governors are in place**

**11.0.d CW to check governor details are correct on the website/GOV.uk**

### **13.1 CW to establish the nomination process for LA to be appointed for a further term as her current one expires in November**

#### **Minutes:**

##### **1.0 Welcome & Apologies for Absence**

BN welcomed all to the meeting. Apologies were accepted as listed above.

**Notice of Reappointment** – Christian Leitmeir was re-appointed for a further 4-year term, as a Foundation Governor, from 22<sup>nd</sup> July 2023. This was approved by Magdalen College, Oxford on 21<sup>st</sup> July 2023.

##### **2.0 Declarations of interest in respect of any items on the agenda & notice of any amendments to the Register of Interests**

None. Governors were reminded to complete and sign the annual Declaration of Interest form and return it to CW.

##### **3.0 Minutes of the meeting held 11<sup>th</sup> July 2023 & Review of Action Points**

The minutes were reviewed and agreed as correct.

#### **Actions:**

**6.8 BN to work towards recruiting a more diverse governing body with CW-** on-going. BN advised there is an intention to recruit a broader range of people, as currently there are three places available on the FGB.

**7.2 CW to check the constitution regarding the right to remove governors who are not attending meetings and have not been contactable for some time** – on-going

TH advised that recruitment of governors has already been mentioned at the information evenings for parents. **NA asked whether there is usually a good response or whether it's difficult to attract new governors.** TH advised that there is generally a good initial response, but often potential governors drop out when they realise the commitment and time involved.

**NA asked if anything could be done to mitigate this.** LC advised that it had taken a full year for her to understand what is expected and to absorb all the information. She suggested she would be happy to speak with prospective governors to discuss the role and the expectations. GE reminded of the action to consider removing governors who no longer attend meetings.

**7.3 Governors to refine the governor's checklist to a more workable document, apportioning checks down to each committee from the senior staff report and other reports** – to be considered by each committee during the year.

**10. GE requested that all governors read and understand the Academy Trust Handbook in preparation for next term** - complete

#### **Actions outstanding from 6<sup>th</sup> December 2022**

**3.8 GE to progress Scheme of Delegation** - complete

#### **Actions outstanding from 21<sup>st</sup> March 2023**

**5.c CW to refer to The Key to source a suitable reference template for new governors** – on-going

**6.b A new foundation governor is to be sourced. MP to discuss the process with BN** – on-going. CL advised that Magdalen College would be happy to support a foundation governor nominated by Magdalen. The new governor does not have to be a member of the college.

#### **4.0 Master's Report September 2023**

TH outlined a successful start to the autumn term. New staff are settling in well and students are in a good frame of mind.

**Admissions** - There has been a dip in admissions for Y12, which are the lowest since before COVID. Reasons for this are being investigated.

**Staff vacancies** - There are several staff vacancies which will be advertised shortly.

**Exam results** – A levels results are showing to be similar to the pre COVID 2018/2019 results. GCSE results, however, are showing a declining picture.

**Pay award** - TH asked for governor approval of the pay award in preparation for when it becomes statute.

**Premises** – two new boilers have been installed during the summer holidays as part of the successful CIF bid.

**GE asked what the plan is in response to the 22/23 exam results, highlighting the importance of the FGB being informed of the steps that are being taken to improve this.** TH advised that this is already being addressed within the SIP with 'hard thinking' aiming to get the best out of students during each lesson and leading to better results. NA agreed that plans to improve the exam results and Y12 intake need to come back to both the E & W and FGB meetings. A smaller Y12 will result in a smaller Y13 next year. **LA asked how the results compare with the national trend.** AB advised she will share further information at the E&W Curriculum & Standards meeting on 26<sup>th</sup> September. **NA asked if option choices had been reduced due to the smaller cohort.** TH advised this was not the case as staffing was already in place. Class sizes will be included in AB's report to the next Curriculum and Standards meeting. There is not necessarily a correlation between the GCSE exam results and a lower intake into Y12. **LW asked if external students attend Magdalen for A levels.** TH advised that this is also lower this year, by approximately 10 students. **NA asked whether there were fewer applicants this year.** TH advised there had been far more than usual, but school had ended up with far less. Generally, the school secures approximately two thirds of its applicants. This year it was half. During COVID the intake had stepped up, although there was no obvious reason for this. It is now necessary to establish what has changed to cause a decrease in numbers. **NA asked how many staff needed to be recruited.** TH advised that Magdalen is in a better position compared with a lot of schools. There is currently a supply teacher covering science for this term. This post will now be advertised again but has been unfilled for 18 months. There is also a gap of two days per week in geography and a small gap in PE, equating to 12 lessons from 40 per fortnight, due to a late resignation. **NA asked if all the toilets are now in working order.** TH advised that there are still some damaged doors from last year, to be replaced. However, these are bespoke and will cost around £900. There has however, been less damage to the toilets since school opened for the autumn term and none have been decommissioned. This is because of the change to the school day with better management of when students should and should not be out of the classroom. LM advised that the change in structure has allowed an increase in staff to cover break times and all students are now on break at the same time.

A premises manager is still to be recruited, although there is an existing member of staff who has been appointed to 'act up' in the short term. A finance assistant and HR manager are also to be recruited. LA suggested recruiting within the apprenticeship scheme. TH advised this may work for IT and finance, but this would not be suitable for premises, due to the substantial training required within the workplace. GE acknowledged that teaching staff are strong but staffing of the premises and finance team continue to be weak. TH advised he is keen to explore the support staff structure, to ensure there is a wide range of cover and skills, to allow the school to continue to operate in the event of an absence.

## **5.0 School Improvement Plan 2023-24**

The format of the SIP was discussed, with TH agreeing that the suggestion at the Chairs' meeting in May to change the format and simplify, was working well. At top level it is possible to see who is completing which actions. There is then a page for each objective, with the SLT recording actions and planned actions. The report will be discussed at each relevant committee, based on the four key pieces of work. **NJ asked if these are particularly challenging.** TH advised they are all challenging but achievable, to ensure that changes are being made at all levels. **LA noted they all have the same time frames.** TH advised that progress will be recorded and reported to governors, including the impact. To see sustainable change, the work will be completed over a period of time. LA acknowledged this and confirmed there will be tangible outcomes at different stages of these students journey. **LC asked whether there is a benchmark to show where we are now.** TH advised that this will be completed before the October half term holiday. **CL asked if there was a distinction between the filled in circles and the open circles.** TH advised that this is the difference between the key lead person and others who are supporting. **CL asked whether the distribution of duties will be revised.** TH advised this can be reviewed but that everyone understands their part in

this change. **NJ asked whether there was any resistance to change.** LM advised that the four key priorities have been fully accepted. **LA asked whether there will be a positive impact on teachers' health and well-being.** TH believes this will be the case as there is clarity in what they are being asked to do and if everyone looks after their area and supports each other, this will have a positive impact. **GE asked what constitutes the staff body and does it include the premises team.** TH agreed it does and that all staff are involved, with opportunities continuing to be found to bring everyone together.

## **6.0 Committees**

### **6.1 Committee Membership**

BN advised there is good coverage across all committees. He noted that the E & W teaching and learning meetings have now been incorporated into other E & W meetings. **He asked for clarification on where governors can find who is on which committee.** TH confirmed this is listed under the governing body tab in governor hub. **NA asked if meetings could be populated into the governor hub calendar.** BN suggested these could be populated into Teams directly. TH advised that Jo Bailey has an expert looking at ICT across the school, who could possibly also look at this. LA suggested that that governor hub has more functionality than is currently being used. CW to investigate this and possibly attend some training.

### **7.0 Governor Links/Responsibilities**

It was agreed that the following would remain the same.

- ◇ Pupil Premium Governor – Mr Harte
- ◇ SEN Governor – Mr Harte
- ◇ Safeguarding/Child Protection Governor – Mr Arnold
- ◇ Looked After Children – Mr Arnold
- ◇ PM Governors – Mr Harte/Mr Arnold

BN requested that a governor replaces him as Careers Advice (CEIAGS) governor, liaising with Ian Horner twice a year. **LW asked what this would involve.** BN advised that one of the Gatsby benchmarks for good career guidance requires a named governor. It involves looking at the approach for promoting careers, including overseeing career evenings and information for 6th formers. LW agreed to take this over, with support from CL as and when required. LA offered to assist CH with disadvantaged students and SEN, which was accepted.

## **8.0 Compliance**

### **8.a) Management Accounts PD11**

BN advised the school is in a good position which it will need to strive to maintain. GE stated that premises updates and repairs will challenge this and future budgets. A potential adverse variance for agency staff is hoped to be reduced. However, TH advised there are already pressures as there are no longer any casual supply teachers in Brackley and therefore agency rates have to be paid. It was confirmed there is no RAAC concrete to be found on either site at Magdalen.

### **8.b) Risk Register**

GE advised this had been discussed further at the Chairs' committee meeting last week. It is a live document and individual committees are due to take control and oversee their risks. It is also important that this is reviewed by the SLT, to ensure actions are taken. This is purely looking at future risks, as if there is an immediate problem it is an issue, not a risk. The SIP deals very much with current issues, while the risk register is looking to the future. It is designed for school to look at what might be happening in the future and needs to be populated and reviewed. TH advised that the SLT will include the latest version of an area, into their report to individual relevant committees, for discussion. For example, student numbers and safeguarding will report to the E&W committee. GE advised that the Audit and Risk committee and Chairs' committee would maintain an overall oversight of the entire document. This will be uploaded into the general folder tab on governor hub and a new version uploaded each time it is updated.

### **8.c) Terms of Reference – for adoption**

A modification to these was made at the Chairs' committee meeting last week, with point D being amended to read 'academic and business plan'. This is to ensure governors are mindful of the importance of the upkeep of the premises.

### **8.d) Academy Trust Handbook 2023**

NA suggested confirmations that governors have read this and KCSIE 2023 are added to GovernorHub by CW.

#### **a) Main changes for 23/24 - Schedule of Musts**

It was agreed that the 'schedule of musts' relates primarily to the business side of the running of the school and therefore it is appropriate for the Finance committee to review and evaluate this initially. A compliance picture will need to be built up and then checked by the Audit and Risk committee as well as an internal audit. GE and LW to look at how this will be divided up and passed to other committees. TH suggested this is completed for the next FGB meeting on 5<sup>th</sup> December.

## **9.0 Committee Reports – *minutes to be taken as read***

### **Chairs' Committee – 12<sup>th</sup> Sept 23**

#### **9.a) Exit interviews**

These show a picture of staff leaving due to moving, wanting to work closer to home and childcare issues. There is also some discontent. **NJ asked whether TH was aware of some of the comments that had been made.** TH advised that exit interviews do not allow a right of reply, but he believed that the four priorities being worked on are the correct ones and will impact a number of concerns which came out of the exit interviews. Staff are already seeing changes, and certainly one member of staff who handed in their notice last term, could then see the changes which were being implemented and found it particularly hard to leave. LA stated this was reassuring to hear and encouraging that the 'big four' investment may help to retain staff. **NJ asked whether colleagues have taken this on board and whether they are as enthusiastic.** AB advised they are and these have been included in appraisal meetings to ensure staff are signed up to them. LM advised that even the students are enthused, and it has been a very positive start to term. Assemblies have been structured around the 'big four' and there are simple daily reminders which are reinforced in lessons and activities, with the newsletter adding to this. It is empowering, as there is a safety net of key language, and staff are confident in managing situations. It is helping young people make change to manage themselves effectively, have positive interactions and learn from their mistakes. AB advised that if a student is detained after school, they are encouraged to reflect on their behaviour, and this is leading to positive discussions. There has also been positive feedback from new Y7 parents and TH will include this information in his talk to prospective 2024 parents, next week. **Bulletins** - NA thanked TH for emailing governors the weekly staff and parent bulletins, and requested that this is continued as it is proving a useful way of keeping governors informed.

**9.b) Members recruitment and Governor recruitment –** see earlier discussion.

#### **9.c) Scheme of Delegation**

GE advised this outlines what is required from governors by the DfE and goes alongside the 'schedule of musts'. It is based on a template taken from The Key. Although decisions may be delegated to the Head Teacher, the Trust Board, as a whole, remains responsible for any decision made under delegation and may overrule the Head Teacher where appropriate. Previously Ian Colling had spoken with the solicitors and seven types of recommendation were made to enhance this, which have been included in the review.

GE advised that the scheme of delegation is very much a working document, in which he has tried to allocate sections to the correct committees for review. Committees therefore need to decide whether such sections are within their remit or suggest another committee to review them.

## **10.0 Safeguarding**

**a) Child Protection and Safeguarding Policy and Procedures –** There is a new version

which has no changes. LM to email to CW for her to email out to governors for ratification.

**b) Keeping Children Safe in Education (KCSIE) 2023** – Declaration to be completed on GovernorHub, noting the main changes relating to Filtering and monitoring.

**c) Safeguarding Updates for Governors**

TH advised Amanda Jones is no longer responsible for a year group and has been able to take on extra safeguarding work to assist LM.

An historic issue relating to inaccurate information regarding destinations of students had been identified. All safeguarding records are now electronic and all old files have now been scanned in. LA advised that post 16 destinations now have to confirm to the school that the student has arrived.

**11.0 Governance**

**a) Skills Audit**

CH provided a report detailing existing governors skills. It was agreed that a new skills audit will be compiled once new governors are in place. **GE asked where there are weaknesses.** CH advised the report has a ‘traffic light’ system and can be found and evaluated in the meeting papers for this evening’s FGB meeting, on GovernorHub.

**b) Governor Visits linked with the SIP**

BN advised these should be encouraged and will be picked up at individual committee level.

**c) Register of Interests/Pecuniary Interest Forms**

CW has received some completed forms and will look to put these on GovernorHub in the future.

**d) Publication of governor details on the website/GOV.uk**

Amendments were made at the beginning of this term by Anne Brady. CW to check all governors listed are correct.

**e) Adoption of Code of Conduct for Governing Bodies 2023**

Changes to the NGA code of conduct were highlighted in yellow. This was reviewed and adopted by the FGB.

**12.0 Health & Safety**

GE referred to his circulated report compiled from a ‘walk about’ during the summer holidays, with NJ and Wayne Lenhan. The plan is to repair and maintain the existing buildings and then look to renovate, rather than re-build, to create a sustainable school with an atmosphere to produce a good learning environment. It will be necessary to complete works during term time as well as holiday periods, to schedule maintenance on a rolling basis and keep costs down.

**13.0 Any Other Business**

13.1 LA advised her term as an LA governor is due to expire in November. CW to establish the nomination process for her to continue.

**13.2 TH requested that governors formally approve the proposed pay rise now, ready for when it is awarded, to enable it to be actioned immediately.** The FGB approved this unanimously.

**13.3 NA asked about the transport difficulties for students on the first day of term.** TH advised this had been resolved but has highlighted a need for support staff working weeks per year to be reviewed. Most are employed for 38 weeks but it would be better if some were employed for 39 weeks and contracted to start back at work the week before school opens.

**There being no further business, the meeting closed at 8:10pm.**

**Date of next meetings:**

Tuesday 31<sup>st</sup> October 7.00pm - Full Governors' Planning Meeting

Tuesday 5<sup>th</sup> December 6:00pm - FGB with auditor's presentation