



## MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

Wednesday 13 July 2022 at 6.00 pm

Venue: Microsoft Teams

Present:

Mr T Bailey	(TB)	Trustee, Chair of Finance & Premises Committee
Ms M Foster	(MF)	Trustee
Mr M Howell	(MH)	Trustee, Chair of Audit and Strategic Development Committee
Mr M Judd	(MJ)	Trustee
Mr E Judge	(EJ)	Trustee
Mr P Nagle	(PN)	Trustee, Chair of Trustees
Ms L Smart	(LS)	Trustee
Mr C Wakefield	(CWA)	Executive Principal
Mrs C Whitaker	(CDW)	Trustee, Chair of HR Committee

In attendance:

Mrs K Redmond	(KRE)	Governance Professional (Clerk) to Trustees
Mr R Scott	(RSC)	Director of Finance and Premises – <i>for agenda item 12</i>
Cameron Morrison		Deputy Head Boy - <i>for agenda item 2</i>
Adele Blanke		Deputy Head Girl - <i>for agenda item 2</i>

Apologies:

Mr T Baster	(TBA)	Joint Head of Academy
Mrs R Clark	(RCL)	Joint Head of Academy
Mr J Everard	(JE)	Trustee, Vice-Chair of Trustees, Chair of Pay Committee
Ms S Scannell	(SS)	Trustee
Ms J Kaur	(JK)	Trustee
Mr K Bannister	(KB)	Trustee

*This group was quorate for the purpose of resolutions*

Item	Topic	Minute
1.	Welcome and apologies for absence	Apologies for absence were NOTED.  Trustees welcomed the Deputy Head Girl and Boy to the meeting.
2.	Student Leadership Team presentation	Trustees RECEIVED written statements from the incoming and outgoing teams and verbal presentations outlining the pledges from the incoming Year 12 Deputy Head Boy and Girl. The students highlighted the common themes and aims within the team and activities that had already taken place and engaged in a question and answer session with Trustees.  CWA advised that the incoming Student Leadership Team had made an excellent start and had set the bar high for the year. There will be half-termly meetings to review progress.  PN thanked students for attending the meeting and for providing helpful insights into their pledges and for those of their fellow students. PN advised the students that they should contact the

		<p>Board should they be able to assist them in any way with the delivery of their pledges and wished them the very best of luck.</p> <p>PN also thanked MF, MH and MF for being involved in the Student Leadership Team interviews.</p>								
3.	Disadvantaged and More Able Presentation	Trustees NOTED that the presentation from the Associate Assistant Vice-Principals (AAVPs) would take place in September when the summer examination results were available.								
4.	Notification of Any Other Business	Structure of meetings and paperwork.								
5.	Declaration of Business Interests	There were no new declarations of business interests and no Trustee recorded any conflict of interest with the items on the agenda or the receipt or giving of any gifts or hospitality since the last meeting.								
6.	Minute of the previous meetings	The minutes of the meeting held on 23 March 2022 were AGREED.								
7.	Matters arising	Trustee Wellbeing Lead - PN confirmed that he and EJ had scoped out the role and that EJ would also continue with safeguarding for a further term.								
8.	Appointments	<ol style="list-style-type: none"> <li>1. Trustees APPROVED the reappointment of Mark Howell as Trustee with effect from 31 July 2022</li> <li>2. Trustees NOTED the resignation of Clare Whitaker as Trustee with effect from 31 July 2022. Trustees thanked CDW on behalf of the Board and the academy for her dedicated service and service to the academy including being Chair of the HR Committee.</li> </ol>								
9.	To receive the minutes of Committees	<p>Trustees RECEIVED the minutes of Committees:</p> <ol style="list-style-type: none"> <li>1. Executive – 11 May 2022.</li> <li>2. HR and Finance &amp; Premises – 29 June 2022.</li> </ol>								
10.	Chair's Action	<p>Trustees RATIFIED the following Chair's Actions:</p> <ol style="list-style-type: none"> <li>1. Approval of the following policies as they required immediate implementation: <ul style="list-style-type: none"> <li>a. First Aid Policy 24 May 2022 by JE</li> <li>b. Relationships and Sexual Health 24 May 2022 by JE</li> <li>c. Rewards Policy 27 March 2022 by PN</li> </ul> </li> <li>2. Approval of the following Residential Trips initially by JE on 8 June 2022 and fully by MH on 30 June 2022 following discussion with TBA: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">17 to 19 June 2022</td> <td style="width: 60%;">Duke of Edinburgh (DofE) Silver Practice Expedition</td> </tr> <tr> <td>18 to 19 June 2022</td> <td>DofE Bronze assessed Expedition</td> </tr> <tr> <td>7 to 10 July 2022</td> <td>DofE Silver assessed Expedition</td> </tr> <tr> <td>18 to 22 July 2022</td> <td>Years 7, 8 and 9 to PGL – Isle of Wight</td> </tr> </table> </li> </ol>	17 to 19 June 2022	Duke of Edinburgh (DofE) Silver Practice Expedition	18 to 19 June 2022	DofE Bronze assessed Expedition	7 to 10 July 2022	DofE Silver assessed Expedition	18 to 22 July 2022	Years 7, 8 and 9 to PGL – Isle of Wight
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Signed ..... Date ..... Page 2 of 8

		<p>Trustees NOTED that TBA had confirmed that all of the visits were repeat visits, all had been subject to external scrutiny as all were overnight and the risk assessments had been approved by the academy's external health and safety body, Juniper, acting on behalf of Essex County Council. The academy received the usual review feedback from them that all elements of the risk assessments were compliant.</p> <p>MH confirmed that he was content that the appropriate processes had been followed and were clearly understood. CWA confirmed that PGL also had their own robust protocols and risk assessments.</p>
13	Annual report by Committee of key decisions during 2021-22 and key priorities for 2022-23	<ol style="list-style-type: none"> <li>1. Admissions           <p>PN advised that applications had been reviewed against the published admissions criteria. Trustees NOTED that the academy was heavily oversubscribed for the seventh year running and there had been many appeals for both mid-year and September admissions.</p> <p>CWA advised that RCL was about to conduct her twenty-second day of appeals tomorrow and the academy was full or oversubscribed in every year group. There were still Education and Health Care Plan (EHCP) admissions to be confirmed and there were 46 on the waiting list.</p> </li> <li>2. Audit           <p>MH advised that dates would be agreed for next year's audit in the autumn term.</p> </li> <li>3. Finance and Premises           <p>TB referred to the earlier budgetary discussions and advised that the challenge for the academy would be to track efficiencies against the budget next year and to monitor any external curveballs as these would need to be modelled as soon as possible to understand any potential impact on the budget.</p> </li> <li>4. Health &amp; Safety           <p>MH advised that:</p> <ul style="list-style-type: none"> <li>a) there was summer improvement works programme noting that the academy was currently fully compliant</li> <li>b) there was one reportable RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) incident which had been dealt with appropriately</li> <li>c) the academy continued to follow Covid-19 protocols stringently and had kept the school safe and was confident that would continue; cases were rising which required monitoring.</li> </ul> </li> </ol>

		<p>5. Pay</p> <p>PN confirmed that a thorough scrutiny of the teacher pay awards and performance management process had taken place promptly to ensure staff received the pay awards in good time.</p> <p>6. HR</p> <p>CDW advised that:</p> <ul style="list-style-type: none"> <li>a) a new absence management system had been put in place and absences were reducing</li> <li>b) agency staff figures were down and for the seventh successive year the academy was successfully using its own staff for cover</li> <li>c) wellbeing issues had increased significantly over the last year but this area now had a whole academy lead, committee and policy in place. Staff surveys had taken place and was confident of the support in place.</li> <li>d) Investors in People (IIP) – the academy was now working towards the gold award; this assisted with recruitment and retention</li> <li>e) the academy was bucking the national trend for recruitment and was fully staffed . This reflected well on the SLT and the academy itself</li> <li>f) a new position of HR Officer had been created to support the Director of HR to allow her to focus on strategic projects</li> <li>g) a gender pay gap report was now required due to increased staffing numbers.</li> </ul>
15	Policy List	Trustees NOTED the current policy list and the aim to spread the policies more widely across the academic year for review and approval.
16	Policies for ratification following approval by committee:	<p>Trustees REVIEWED the following policies:</p> <p>Joint Finance &amp; Premises and HR Committee:</p> <ul style="list-style-type: none"> <li>1. HR:</li> <li>2. Bereavement</li> <li>3. Capability</li> <li>4. Early Careers Teacher</li> <li>5. Menopause</li> <li>6. Mental Health and Wellbeing</li> <li>7. Teachers Performance Management and Capability</li> <li>8. Whole Academy Safety and Security as a draft - CWA advised that he would share this policy with MH before being submitted for final ratification.</li> </ul> <p>Executive Group:</p> <ul style="list-style-type: none"> <li>9. Attendance Policy</li> <li>10. Behaviour Management Policy</li> <li>11. CCTV Policy</li> <li>12. SEND Fire Evacuation Policy</li> <li>13. Transgender Academy Guidance</li> </ul>

		CWA reassured Trustees that all policies had been through a stringent quality assurance process before being presented for approval.  Trustees unanimously RATIFIED the above policies.
17	Policies for Approval	<p>Trustees REVIEWED the following policies:</p> <ol style="list-style-type: none"> <li>1. Careers Education, Information &amp; Advice Guidance (CEIAG) – noting that there were no changes.</li> <li>2. Provider Access Policy (CEIAG) – noting that the responsible member of staff's contact details would need to be updated for September.</li> <li>3. Remote Education – recognising that remote education was a tool to be used as a contingency for emergency situations.</li> <li>4. Rewards Policy – noting that this had been further updated in June with new pictures and a new section 4. The numbering on page 2 required checking.</li> <li>5. Uniform Policy – CWA advised that the academy was now statutorily required to keep named/logos to a minimum whilst also keeping prices to a minimum. There was a Year 9 working party working to review skirts. Parents and carers will receive a letter as regarding expectations and non-negotiables which would highlight key changes.</li> <li>6. Social Media – noting that there were no changes. CWA confirmed that named IT staff had access to his school Twitter account.</li> <li>7. Virtual Governance – noting that Trustees could join remotely if unable to attend in person providing that sufficient notice was provided to enable remote access to be set up.</li> <li>8. Grievance Procedure – noting there were only minor changes. A question mark on page 8, section 5.4.1 needed to be removed.</li> <li>9. Family Friendly – noting there were only minor changes.</li> <li>10. Recruitment – noting the removal of the shortlisting grid from the policy as a checklist for Safer Recruitment was now used with all shortlisting.</li> <li>11. Flexible Working – noting there were only minor changes.</li> <li>12. Career Break – noting there were only minor changes.</li> <li>13. Anti-Bullying and Harassment – noting that this was a new policy for review.</li> </ol>

		<p>14. Child Protection – noting that this was based on ECC model policy which was adopted by all Essex schools.</p> <p>15. Designated Teacher for Looked After and Previous Looked After Children – noting that this was a new policy. CWA advised that the government insisted on more accountability for schools outside of their education remit arising from actions from a review of social care for schools. The academy had been scrutinised by Virtual School; Mr Stoneman attended a conference yesterday and was fully committed to it.</p> <p>16. Peer on Peer Abuse – noting there were no changes.</p> <p>17. Health &amp; Safety – noting that this was under review and would be presented in the autumn term.</p> <p>PN proposed approval of the above policies, seconded by TB and agreed unanimously.</p>
18	External Governance Review	Trustees discussed potential options for carrying out a review in the autumn term based on the Ofsted framework. PN and KRE to discuss in the first instance and then to liaise with CWA regarding the next steps.
19	Chair's Impact Summary	<p>Trustees NOTED the Autumn 2021 and Spring 2022 Impact Summaries.</p> <p>Trustees NOTED that the Summer Term report was to follow.</p>
20	Key Indicator of Performance (KIP)	<ol style="list-style-type: none"> <li>1. Trustees NOTED the schedule for 2021/22. Trustees were reminded to submit outstanding reports as soon as possible.</li> <li>2. Trustees NOTED the following KIP reports: <ul style="list-style-type: none"> <li>a. Quality of Education – April 2022</li> <li>b. Health &amp; Safety – 30 March 2022</li> <li>c. Health &amp; Safety – 18 May 2022</li> <li>d. Finance – 12 May 2022</li> <li>e. HR – 29 June 2022</li> </ul> </li> </ol> <p>MH advised that a positive CEIAG KIP meeting had been held last week. There was a detailed staff report and processes were well documented. There were no concerns. LS advised that the external consultant had confirmed that practices were really good and had recommended next steps. The most important next step was to ensure a good handover from the departing member of staff who had left it in a good place and leaves a strong legacy.</p>
21	Board Attendance	Trustees NOTED the Board Attendance for 2021-22.

22	Trustees' Continual Professional Development (CPD)	<p>1. Trustees NOTED the CPD Record for 2021/22.</p> <p>PN advised that the aim for the autumn term was to update the skills analysis which involved an element of self-assessment that could be drawn into an overall anonymised analysis to identify gaps. This would also inform future training, mentoring and recruitment.</p> <p>CWA advised that the formal application process for Trustees was being discussed with the Director of HR and proposals would be submitted to the HR Committee.</p> <p>Trustees thanked CWA for the recent Ofsted readiness training session and noted that there would be further key training sessions next year and it was important that Trustees attend as an Ofsted inspection was expected.</p> <p>2. Trustees were reminded of the resources and training available on The Key <a href="http://TheKeyforSchoolGovernors.thekeysupport.com">The Key for School Governors (thekeysupport.com)</a>. Trustees to advise the Clerk of any training undertaken for the CPD record.</p>
23	Any Other Business	<p>Trustees considered options to support the meeting structure for the next academic year. PN and MF to discuss further.</p> <p>PN thanked for Trustees for their attendance and input this year. PN also thanked CWA and his team for a fantastic year including the large number of extra-curricular events over the last few weeks. PN advised that he would write an end of term letter of thanks to staff recognising the enormous amount of work over the last year.</p> <p>CWA thanked Trustees for their support and especially PN.</p>
24	Confirmation of Confidential items	Agenda items 11, 12, and 14.
25	Date of next meetings	21 September 2022 7 December 2022 22 March 2023 12 July 2023

Meeting closed at 8.20 pm

## Actions

Date of Meeting/ Item number	Topic	Minute
23.03.22 – item 4	CPD Trustee Lead	Trustees to advise PN if interested in taking on this role.
23.03.22 – item 16	External Review of Governance	KRE to receive a quotation via Mr Scott and to then liaise with PN and CWA regarding the way forward.
23.03.22 – item 20  Updated 13.07.22	Governance Key Objectives	Governance Key Objectives to be developed for each committee linking to Terms of Reference  PN and KRE to discuss and then to liaise with CWA regarding the next steps.
13.07.22 – item 3	Disadvantaged and More Able Presentation	Presentation from the Associate Assistant Vice-Principals to take place in September when the summer examination results were available.
13.07.22 – item 16.8	Whole Academy Safety and Security	CWA to share the draft Whole Academy Safety and Security Policy with MH before being submitted for final ratification.
13.07.22 – item 19	Chair's Impact Summary – Summer Term 2022	PN to circulate report.
13.07.22 – item 22	Trustees Application Process	Proposals for a formal application process for Trustees to be submitted to the HR Committee.
13.07.22 – item 23	Letter of thanks	PN to write an end of term letter of thanks to staff recognising the enormous amount of work over the last year.