



Dulwich Hamlet Junior School

**Meeting of the Local Governing Body
on 17 December 2018 at 18:30
Dulwich Hamlet Junior School, Dulwich Village, SE21 7AL**

Present:	Karen Robinson	Chair / KR
	Sara Azzopardi	SA
	Bridget Jackson	BJ
	Catriona de Jongh	CJ
	Karen Larcombe-Tee	KLT
	Eleanor Parker	EP
	Claire Purcell (Head of School)	HoS
	Simon Rowe	SR
	Tom Salomonson	TS
In attendance:	Chris Parsons (Chair, DHET Audit Committee)	CP
Clerk:	Kathleen Formosa	Clerk

MINUTES

1. Welcome, Apologies & Quorum

- 1.1 The Chair opened the business of the meeting at 18:34.
 - 1.1.1 CJ was welcomed to the meeting as the newly elected parent governor for DHJS LGB.
 - 1.1.2 Chris Parsons, Chair of the DHET Audit Committee was welcomed. The Chair reported that CP had been invited to discuss the risk register and risk management across the Trust.
- 1.2 Apologies were **received** and **accepted** from the following governors unable to attend the meeting:

Tom Forster	TF
Michelle Hobbs	MH
Crispin Tuckley	CT
- 1.3 A quorum was **confirmed**, and the meeting proceeded to business accordingly.
- 1.4 SR joined the meeting at 18:48.

2. Declarations of Interest

- 2.1 There were no interests declared.

3. Risk Register & Risk Management

- 3.1 CP reported on the current activity and membership of the DHET Audit Committee.
 - 3.1.1 CP stated that the Executive Headteacher (“EHT”) and the school business managers were regular attendees at meetings of the Audit Committee. The Committee is generally interested in assuring the sound financial management across the Trust, and monitoring the effectiveness of internal control and risk management procedures.

- 3.1.2 CP clarified that the Audit Committee is not involved in budget monitoring or budget setting for the individual schools.
- 3.2 CP reported that the financial as well as non-financial policies and procedures across the MAT are a key area of concern for the Audit Committee, with the chief responsibility of the Committee being the interface with the Trust's auditors annually regarding the formal external audit of the Trust's accounts and financial procedures. The auditors are required to submit a letter of comment to the Audit Committee following the external audit, which reviews points of procedure or concerns arising from the audit. Audit Committee oversees management's response to any points raised by the auditors.
- 3.2.1 It was clarified that although the finances of the schools are kept separate, the figures are presented as one set of accounts at Trust level. Similarly, the three-year forecasts that are submitted annually to DfE and to the auditors are presented for the Trust as a whole, and not for the individual schools.
- 3.2.2 CP reported that the Audit Committee also oversees the Trust's internal audit to monitor internal financial and other management controls. The internal auditor visits the schools two or three times each year to pick up on issues needing attention in each school and across the Trust. Matters arising out of the internal audit process are dealt with by the Audit Committee.
- 3.2.3 CP reported that general compliance with DfE, ESFA and other regulation are also monitored by the Audit Committee.
- 3.3 CP reported that the Audit Committee is seeking to clarify its oversight of risk and to monitor this effectively. Work is needed to clearly identify and accurately measure risks as they apply to the individual schools. The broad areas of risk needing to be monitored were briefly discussed.
- 3.3.1 The draft Risk Management Policy and risk register were circulated at the table. CP proposed that the LGB review the risk register (directly, or by delegation to the Business Committee) and consider how the risks apply at DHJS and how or if these are being mitigated. Feedback to the Audit Committee should be channelled via the Chair or CT (who is a member of the Audit Committee).
- ACTION: Clerk to circulate a soft copy of the Risk Management Policy and risk register.**
- 3.3.2 CP stated that the purpose of proactively monitoring risk is to protect the educational provision and to avoid crises so that everyone can get on with teaching and learning.
- 3.3.3 **A governor asked if the Audit Committee has any responsibility to report to the LGBs or to the Business Committee of a LGB.**
- 3.3.4 CP stated that there is no responsibility for formal reports of the Audit Committee to a LGB or any of the LGB's committees, but that information sharing is important. There is no reason why LGBs should not have a copy of the auditor's letter, for example. He stated that the normal way of channelling relevant information to the schools would be via the school business managers who are regular attendees at Audit Committee meetings.
- 3.3.5 **A governor asked if the schools are encouraged to keep their own risk registers, stating an assumption that a Trust-level risk register would be generic and monitor risks that are not necessarily applicable to the individual schools.**
- 3.3.6 CP stated that the schools should consider how the generic risks set out in the risk register might apply to them. The value of the exercise is in opening discussion about risk and encouraging LGBs and school management to think about proactive risk management, prioritisation and forward planning. CP stated that the LGBs may eventually want to create a register of risks that are specific to the school, but that it is not recommended that a Business Committee or LGB take attention away from other important business to do this.

- 3.4 CP was excused from the meeting at 19:05.
- 3.5 The LGB's follow-up to the discussion and consideration of the risk register were **discussed**. It was **agreed** that the risk register would be dealt with the Business Committee and the Education Committee at their respective next meetings.
- ACTION: Chairs of the Business Committee and Education Committee to report on their respective discussions of the risk register at the next LGB meeting.**
- 3.5.1 It was suggested and **agreed** that the risks identified in the risk register also should be used as a guide in link governor visits. Link governors should ask staff they are visiting how particular risks are being managed and/or if there are other risks emerging that should be monitored.
- 4. LGB Business**
- 4.1 The Clerk asked for nominations for the role of Chair of Governors.
- 4.1.1 KR was proposed for the role of Chair and this was seconded. The matter was brought to vote and it was **agreed** that KR shall serve as Chair of Governors.
- 4.2 The Clerk asked for nominations for the role of Vice Chair of Governors.
- 4.2.1 KLT was proposed for the role of Vice Chair and this was seconded. The matter was brought to vote and it was **agreed** that KLT shall serve as Vice Chair of Governors.
- 4.3 It was **noted** that BJ's term of office has come to an end. It was proposed that BJ should be put forward for reappointment for a further 4-year term subject to her willingness to continue her service on the LGB.
- 4.3.1 BJ confirmed her willingness to continue her service on the LGB and her reappointment was **agreed**.
- 4.3.2 BJ's continued service on the Business Committee was **discussed**. BJ stated that although she would continue her service on the LGB she would wish to step down as Chair of the Business Committee.
- 4.3.3 It was proposed and **agreed** that EP would be appointed as Chair of the Business Committee, subject to the Committee's agreement.
- 4.4 HoS reported on the procedure and outcome of the recent parent governor elections.
- 4.4.1 She reported that there were four nominees for the role of parent governor and that turnout for the election was strong.
- 4.4.2 CJ was congratulated for her successful election. HoS reported that the other three nominees had been spoken to and thanked.
- 4.5 It was **noted** that one vacancy for a co-opted governor remains on the LGB. The Chair and HoS stated that they would consider an appointment in the new year and bring forward a recommendation to the LGB in due course.
- ACTION: Clerk and Chair to check governor terms of service and report back.**
- 4.6 Governor training was **discussed**. It was **noted** that the paper on this matter (**Paper 1**) did not circulate, but that information relevant to governor training was included in the meeting plan (**Paper 2**).
- 4.6.1 It was **noted** that TF had circulated a note on email regarding the recent Prevent training he attended.
- 4.6.2 The Chair reported that 14 February 2019 is the provisional date for Prevent training for all governors. Trustees of the MAT will also be invited to attend.

4.6.3 HoS reported that she has booked a consultant to work with the CLT around IDSR and to conduct a full-day training session (9:00 – 15:00) on data on 29 January 2019. She stated that the focus would be specifically on DHJS data. Governors were invited attend.

ACTION: Governors interested in attending the training session to confirm their attendance to HoS via email.

4.7 A programme on governor induction was **discussed**. The new governor induction plan was circulated at the table.

4.7.1 KLT reported on updates to the governor induction plan following comments received after the previous LGB meeting. The plan, as amended, was **approved**.

4.7.2 It was **agreed** that the governor induction plan would be reviewed every two years. It was **discussed** that the current induction plan would be tested with the new parent governor and her feedback taken regarding any further improvements needed.

ACTION: KLT to forward the governor induction plan to the HoS and EHT.

4.7.3 **A governor asked whether existing governors should see some of the induction pack documents, as several of these have been recently updated.**

4.7.4 It was **agreed** that documents in the induction pack that had been updated in the last 12 months would be circulated to all governors. It was discussed that governors can help each other to stay up to date by circulating any updated documents received.

ACTION: Clerk to circulate to all governors a contact list to be used for circulation of documents.

4.8 The meeting plan for the year (**Paper 2**) was **reviewed**.

4.8.1 The Chair stated that the meeting plan was intended as an *aide memoire* to set out standing items at each meeting. Following feedback at the previous LGB meeting, an additional column has been added to the plan to list governor training and development opportunities offered each term.

4.8.2 Various editorial adjustments to the plan were **agreed**. The meeting plan for the year was **approved**, subject to these editorial adjustments.

ACTION: Chair to update the plan as agreed and circulate it to governors.

5. Minutes of the Previous Meeting

5.1 The minutes of the LGB meeting held on 17 October 2018 (**Paper 3**) were **reviewed** and **approved**.

6. Matters Arising

6.1 Matters arising from the minutes of the previous meeting (**Paper 4**) were **reviewed**.

6.1.1 It was **noted** that all governors have read the new KCSIE guidance. HoS reported that she is following up with a few governors who have not yet returned their read receipts.

6.1.2 It was **confirmed** that all other matters arising were complete or on the agenda for the meeting.

7. Chair's Report

7.1 The Chair reported the following actions undertaken since the previous meeting of the LGB:

- She has spoken to HoS regarding current safeguarding matters;
- Five prospective parent governors were interviewed as a part of the recruitment process. Of these, four put their names to the ballot; and
- She attended a recent school performance at St. Barnabas Church. The HoS was commended for a very enjoyable event and excellent performance by the children.

- 7.1.1 A governor asked about the Trust's link governor visits policy and whether this would be coming back to the LGBs for further feedback.

ACTION: Chair to circulate the most updated version of the link governor visits policy with feedback to be taken by circulation.

- 7.2 The Chair thanked the governors and staff who attended the recent strategy evening that brought together governors in the LGBs, trustees and school senior leadership teams to get to know one another and to share ideas on future strategies and shared vision.
- 7.2.1 The Chair stated that CT will circulate an email to all participants in the near term, and this will include a note of the output of the strategy session.
- 7.2.2 HoS reported that EHT is currently drafting a Trust strategy document. The draft is currently in circulation with the SLTs in each school. The strategy document will come forward to the LGB in due course.
- 7.3 The Chair reported that in addition to a review of the strategy session, the recent DHET Trustees meeting focused on signing off the year-end accounts for the MAT and taking feedback from the auditors.

8. Head of School's Report

- 8.1 HoS delivered her report verbally, as previously agreed with the LGB.
- 8.1.1 HoS reported that enrolment in the school continues to be stable. All school places are full and the school currently has a waiting list.
- 8.1.2 HoS reported that attendance at this time of year is a challenge as parents take children out of school to travel for the Christmas holidays. It was reported that attendance as of 17 December 2018 is at 97.3% whereas earlier in the month it was 98%. HoS stated that even with this slip in attendance, the school is still in the top 10% of schools nationally for attendance.
- 8.1.3 HoS reported that parents are being open and honest with the school regarding the reasons their children are not in attendance, and she regards this as a positive. However, in accordance with the school's policy, such absences are not being authorised.
- 8.2 HoS reported that staff numbers continue to be very stable. One TA will retire at the end of the calendar year.
- 8.2.1 Staff continue to enjoy a range of challenging and valuable CPD opportunities in accordance with their professional development needs and professional interests.
- 8.3 HoS reported that the school has increased its community outreach activities this term.
- 8.3.1 It was reported that the school has been part of a Christmas stocking event in Dulwich Village. The school was also the only one of 90 primary schools in Southwark to take up the offer of performance at the Southwark Council offices. The children have also been taken to sing at a care home in East Dulwich.
- 8.4 HoS reported that the new Year 6 experience has been announced. The announcement has been received positively by parents and pupils are excited about two days of camping and a trip to the West End.
- 8.5 The school development plan (**Paper 5**) was circulated at the table. HoS reported that the school is in the third year of the current three-year school development plan.
- 8.5.1 It was **noted** that the school development plan is organised according to the Ofsted framework which is known to be changing.

- 8.5.2 Various details in the school development plan were **discussed**. Items to roll over to the next three-year plan were **noted**.
- 8.5.3 HoS reported that the new Ofsted framework will focus on the curriculum and assurances that the school's curriculum is broad and balanced. It was **discussed** that the school views its curriculum as a strength.
- 8.5.4 School development priorities for 2018/19 were **reviewed**. The connection between these priorities and the school's vision were **discussed**.
- 8.5.5 HoS reported that a SEF would be developed next term. She stated that this is the school's Ofsted readiness year, even though chances of an Ofsted inspection in the near term are remote.
- 8.5.6 **A governor asked whether the school development plan is too detailed with too many topics covered.**
- 8.5.7 It was stated that while it seems that there is much in the school development plan that the school should be doing as a matter of course, the topics covered in the school development plan can be used by governors to test and challenge the school leadership. HoS explained that the school development plan is meant to be used over a three-year period. Looking at the yearly plans should allow governors to see how the various topics are developed and prioritised year to year. Governors should take assurances that the school leadership is carrying out or monitoring the impact of the initiatives they have set out in the plan.
- 8.5.8 HoS reported that she would deliver progress reports on this year's priorities over the next two LGB meetings. It was noted that there are 16 priorities articulated for 2018/19.
- 8.5.9 **A governor asked to what extent the yearly plans have specific timelines attached to them.**
- 8.5.10 HoS reported that she holds twice-yearly meetings with subject leaders. The first of these have been held, and all subject leaders are making good progress. She stated that another checkpoint is regular CLT meetings. She stated that it is up to the core leadership team to monitor progress against the written plans.
- 8.5.11 It was **noted** that the school development plan is a working document that is changed and developed over the course of the three-year period and in collaboration with stakeholders who are invited to offer feedback.
- 8.5.12 It was **noted** that school development priorities are regularly highlighted in the Hamlet Herald.
- 8.6 HoS reported that all actions in the staff appraisal cycle for teaching staff are on track for the year. All teaching staff have been observed by at least two members of the senior management team, one of whom is also part of the CLT.
- 8.6.1 It was **noted** that all teachers are observed twice per year. Observations this term focused mainly on English and MFL teaching. The HoS stated that she is proud of the quality of teaching observed.
- 8.6.2 HoS reported that a key takeaway from this term's observations is that the school needs to continue to focus on low-level classroom behaviour. HoS stated her expectation that many of the low-level behaviour issues observed can be addressed through refinements to the curriculum design, modelling and next steps.
- 8.6.3 HoS reported that all teaching staff will receive external training in phonics upon their return to school in January. The message to be reinforced to staff is that phonics teaching and integration is not exclusively an issue for KS1.
- 8.7 Pupil attainment and progress targets (**Paper 6**) were circulated at the table. It was **noted** that the targets set have been internally set and agreed, and that they are aspirational.

- 8.8 It was reported that curriculum health checks will need to be completed for all subjects. Maths, Science and PSHE will be the priority areas for the spring term; and English, humanities and inclusion will be the priority areas for the summer term.
- 8.8.1 HoS reported that maths and English must be health checked every year through 2021/22. All other subjects may be health checked once every two years.
- 8.8.2 The list of link governors for the subjects to be health checked this year was **noted**. It was **noted** that the health check should be conducted in the same term in which the link governor makes their visit. Thus, the school will prioritise link governor visits for areas of the curriculum to be health checked this year. It was **noted** that each link governor generally undertakes a visit once per year.
- 8.9 Activities to address behaviour beyond the classroom were **discussed**.
- 8.9.1 HoS reported that current initiatives have been designed to consider the pupil voice and that outside advice has been taken regarding training in best practice in handling behaviour beyond the classroom.
- 8.9.2 HoS reported that current initiatives are focused on lunchroom behaviour and how to make lunch time an enjoyable time for everyone. A school council has also been formed. The school council are looking at playground rules and designating playground buddies to discourage bullying.
- 8.9.3 It was reported that the school council involves four children from each year group (two boys and two girls). Meetings are held once per half term. All children in the school were asked to nominate the “influencers” in the school and participated in the election of school council representatives.
- 8.9.4 HoS reported that looking at rules and routines at lunch time and on the playground has had a positive impact. Space has been created to discuss behaviour and to allow staff to be proactive in addressing behaviour. More conversations have been opened with parents regarding the behaviours the school is observing, and this allows the school to address low-level behaviour issues before these get out of hand.

9. Committee Reports

- 9.1 The minutes of the 12 November 2018 Education Committee meeting were circulated at the table. SR reported that the Committee’s focus has been on assessment and pupil data.
- 9.1.1 SR reported that the school’s pupil progress statistics have broadly improved across the board, with the progress of disadvantaged pupils improving markedly over the three-year period.
- 9.2 BJ reported that the Business Committee met in October. Most of the issues considered by the Committee at the October meeting have been covered elsewhere in the meeting.
- ACTION: BJ to circulate the minutes of the October Business Committee meeting to all governors.**
- 9.2.1 BJ reported that two SIF bids have been submitted recently. The school has used an external consultant to assist with these.
- 9.2.2 BJ reported that additional bids have been put in for funding from Southwark for a sensory garden and the replacement of playground equipment.
- 9.2.3 It was **noted** that expenditure on premises is being kept to a minimum until the outcome of the bids submitted is known.
- 9.2.4 BJ reported that the school’s finances and its projected end of year position are currently positive.

9.2.5 Fundraising to support various initiatives within the school was discussed. HoS stated that she does not have capacity to put in any more bids than she has done already. It was discussed that assistance for bid writing and submission is something with which the PTA could potentially assist. It was **discussed** that fundraising is a competency that could potentially be sought in a future co-opted governor and/or sought through an announcement in the Hamlet Herald.

10. School Finances

10.1 The DHJS budget monitoring report (**Paper 7**) was circulated at the table.

10.1.1 It was **noted** that the original budget approved by the Trust anticipated a small surplus of £12K. This has now increased to £22K.

10.1.2 HoS reported that the increase in the projected budget surplus has been achieved primarily through a reduction in the hours of music staff. Now that the bulge class has left the school, there is no need to continue offering the number of hours of music tuition the school had required previously. Other savings have been achieved through good housekeeping.

10.1.3 HoS reported that budget monitoring review meetings occur monthly with the school business manager.

10.2 The Chair stated that the school's three-year financial plan would be dealt with at the next LGB meeting.

11. Link Governors

11.1 There were no link governor reports received.

12. Safeguarding

12.1 HoS reported that there are two high-profile safeguarding issues currently being dealt with in the school, both of which involve multi-agency teams. HoS stated that she and the school have the support needed to manage these cases.

12.1.1 HoS reported that there were other low-level cases being dealt with. These involve regular communication with parents. Governors will be informed should any of these cases escalate.

13. Health & Safety

13.1 There were no health and safety matters to be reported to governors.

13.1.1 It was **noted** that the link governor health and safety walk would take place in January.

14. Any Other Business

14.1 There was no other business discussed.

The business of the meeting closed at 20:53.

Date of the next meeting – Wednesday, 3 April 2019 at 18:30.

Signed _____
Chair

Date _____

KF/kf 07/01/2019