

**Meeting of the Strategic Governing Body of  
Angel Oak and David Livingstone Academies  
Thursday, 3 May 2018 at 5.00pm  
At Angel Oak Academy**

**MINUTES**

Name	Position	Attendance
James Toop	STEP Co-opted Governor (Chair)	Absent (apologies accepted)
Nick Ambrose	STEP Co-opted Governor (Vice Chair)	Present
Ryan Arde	Head Teacher – David Livingstone Academy	Present
Hannah Coburn	Parent Governor – David Livingstone Academy	Absent (apologies accepted)
Sebastian Cross	STEP Co-opted Governor	Present
Gemma Foster	STEP Co-opted Governor	Absent (apologies accepted)
Stacey Frier	STEP Co-opted Governor	Present
Verity Griffin	Staff Governor – Angel Oak Academy	Present
Catherine Hewitt	Head Teacher – Angel Oak Academy	Present
Caroline Johnson	Staff Governor – David Livingstone Academy	Absent (apologies accepted)
Tim Mills	Executive Head Teacher	Present
Jenny Moore	STEP Co-opted Governor	Present
Jessica Parada Olavarria	Parent Governor – Angel Oak Academy	Absent (apologies accepted)
<b>Other Attendees</b>		
Amanda Dickson	Business Manager – Angel Oak and David Livingstone Academies	Present
Alex Farley	Deputy Head Teacher – Angel Oak Academy	Present
Tom Gary	Deputy Head Teacher – Angel Oak Academy	Present
Philippa Jackson	STEP Governance Clerk	Present

No.	Item	Actions
<b>STEP First – We are all one team</b>		
<b>1</b>	<p><b>Welcome and Apologies</b> (people)</p> <p>Nick Ambrose took the Chair in the absence of James Toop. The Chair welcomed governors to the meeting and outlined the evacuation procedures to follow in the case of a fire alarm sounding during the meeting.</p> <p>The Chair welcomed recently appointed governor Jenny Moore to the meeting and asked her to introduce herself. Jenny currently worked for the Key Support Services which provided membership support services to school leaders and governors. Her</p>	

	<p>role specifically focused on staffing issues. Jenny explained that she was happy to join as a governor and to be part of the Trust.</p> <p>Apologies of absence were received and accepted from James Toop (holiday), Caroline Johnson (sickness), Gemma Foster (holiday), Hannah Coburn (child care) and Jessica Parada Olavarria (work commitments).</p> <p>The Chair confirmed that Terry Sotiri had resigned from his role as Co-opted governor. The Chair thanked Terry for his contribution to Angel Oak Academy. It was agreed that the school would send a thank you card to Terry.</p> <p>The Chair reminded governors of the expectation to check their STEP email accounts on a weekly basis and to advise the Clerk if there were periods where they would be uncontactable.</p>	<b>PJ</b>
<b>2</b>	<p><b>Quorum (people)</b></p> <p>The Clerk confirmed that the meeting was quorate.</p>	
<b>3</b>	<p><b>Declaration of Pecuniary Interests and/or Conflict of Interests</b> (people/ accountability/ compliance)</p> <p>Governors confirmed they had no declarations of interest relevant to the agenda. The Clerk confirmed that Jenny Moore had completed the declaration of pecuniary interests form and the register would be updated in due course.</p>	
<b>4</b>	<p><b>STEP Governance/ SGB Membership (structures)</b></p> <p>Governors noted the appointment of Jenny Moore (STEP Co-opted Governor) as of 28 March 2018. The Clerk confirmed that a DBS check had been completed for Jenny and that she had also signed the Undertaking to the STEP Academy Trust.</p> <p>The Clerk reminded governors to update their profiles and training records on the Trust Governor system.</p> <p>Governors noted the NGA document, Being Strategic - A guide for governing boards. They confirmed that no further information and development would be required for the SGB. Tim Mills, Executive Head Teacher, confirmed that the AIP would be an appropriate document to use for the strategy document. He explained that the Trust had also discussed whether to standardise the SEF for the Academies.</p>	

<b>5</b>	<p><b>Feedback from the STEP Board of Trustees</b> (<i>strategic leadership</i>)</p> <p>Governors noted the key developments for the STEP Academy Trust. Tim reported that the governors of Turnham Primary Foundation School in Lewisham had agreed to pursue a formal partnership with STEP Academy Trust and the Regional Schools Commissioner has confirmed its approval for the school to convert as a sponsored academy. The school was expected to join the Trust from 1 August 2018.</p> <p><b>Question:</b> Would this decision impact the Angel Oak and David Livingstone Academies governing body?</p> <p><b>Answer:</b> Although Turnham Primary school was the closest school to Angel Oak geographically, there was no proposal at this stage to join the governing bodies. It made no sense to join the schools in terms of their pedagogical economies of scale.</p>	
<b>6</b>	<p><b>STEP Policies and Procedures</b> (<i>strategic leadership/structures/compliance</i>)</p> <p>Governors noted the STEP Policies reviewed and approved by the STEP Board of Trustees (March 2018) as detailed in the Board of Trustees update.</p> <p>Governors noted the update on compliance with the new General Data Protection Regulation (GDPR) as of May 2018. The Head Teachers confirmed that a lot of preparation work had been put in place and further plans were underway to prepare the schools for the proposed changes.</p>	
<b>7</b>	<p><b>Safeguarding</b> (<i>accountability/compliance</i>)</p> <p>Governors confirmed that they had read and understood the statutory guidance 'Keeping Children Safe in Education'. The Clerk reminded governors that it was important to receive safeguarding training on an annual basis either through the bespoke training offered by the Trust or through another role.</p> <p>Governors confirmed they had undertaken safeguarding training since September 2017. The Clerk would register those governors without recent safeguarding training for the NSPCC on line training. The Clerk reminded governors to record their training information through the Trust Governor System. The Clerk confirmed that three governors had been registered to undertake Safer Recruitment Training.</p> <p>Governors noted the safeguarding report completed by the previous Chair last term. Governors also noted that the new Chair had taken on the Safeguarding Lead role and would complete safeguarding audits with both schools this term.</p>	

**8 Educational Standards (strategic leadership/ accountability)****Head Teacher Report**

Governors had received the Head Teacher Report for both Academies for Spring 2018 ahead of the meeting.

*Angel Oak Academy*

Cathie Hewitt, Head Teacher, confirmed that confidential staff and budget issues would be reported at the end of the meeting. Nick Ambrose, Standards Lead Governor, confirmed that he had met with the Head Teacher to discuss the data and was very reassured. The school would be focussed on KS1 and KS2 SATs results, phonics screening and EYFS assessment until the end of term.

It was reported that the Reception classes would be full in September. The income of the school reported in the 2018/19 budget had increased by £70,000 due to the high number of children on the role.

Tim provided an update on the redevelopment project. The Section 77 had been submitted to change the allocation of play space and still awaited approval. The DfE had requested information from Southwark on Section 77 which was a good indication of progress. Contracts had been put in place but the school was still unsure of timeframes.

*David Livingstone Academy*

Ryan Arde, Head Teacher, reported that the attendance levels at David Livingstone Academy had dropped below the 96% target. This had been impacted by one particular child on a reduced timetable and a lot of unauthorised absence due to family situations. The EWO had met with key families and the school hoped to move above the 96% target by the end of the year.

It was reported that 20 out of a total of 30 places had been offered for the Reception class in September. This would significantly impact the budget. Three children had declined a place at David Livingstone Academy. The income of the school reported in the 2018/19 budget had dropped by £100,000 due to the number of children lost on the role.

Ryan explained that while the school still had criteria for 'Requires Improvement' this would take a while to remove. The school had inherited seven children this week

	<p>with a high level of needs. Despite the fact that parents and children spoke highly about the school this had not been enough to raise the profile of the school.</p> <p>Tim explained that due to the new Ofsted framework issued for schools that 'Requires Improvement', the school would not expect a monitoring visit to take place for 18 months to 2 years. Although this would make it difficult for the school to get rid of the current 'Requires Improvement' label, it would allow more time to work towards an improved outcome, to build on the results and work on parental engagement. Governor noted that funding was key for David Livingstone to progress the AIP.</p> <p><i>Governor Visits</i></p> <p>It was reported that the Chair and Vice Chair had met with the Head Teachers of both Academies and had talked through the targets for this year and next year. They were happy that both schools were on track to meet targets and that the necessary interventions were in place.</p> <p>The Chair encouraged all governors to carry out monitoring visits and reminded governors it was essential for all governors to be fully committed and actively engaged in the work of the schools.</p> <p>Sebastian Cross confirmed that he had carried out a governor visit at Angel Oak. He had participated in a Maths Mastery class and spoken to staff about the teaching programme and how it was implemented.</p> <p>Stacey Frier, SEN Lead Governor, confirmed that she would arrange to meet with the SEN Lead at David Livingstone Academy and would provide a report at the next meeting.</p>	
<p><b>9</b></p>	<p><b>Financial Management</b> (financial)</p> <p><b>Management Report</b></p> <p>Governors had received the Management Report for March 2018 in advance of the meeting which included a summary of the accounts. Amanda confirmed that she had met with the Finance Lead Governor to go through the Management Reports for both Academies in detail. The Management Reports for April would be circulated to Governors once they had been finalised.</p>	

*David Livingstone Academy*

It was reported that at present, the budget forecasted an in-year revenue balance of £111. However, through strict budgetary controls and the carry-forward from 2016/17, there would be an overall Balance Brought Forward to 2018/19 of around £50,000. The 2018/19 budget had an in-year deficit of £52,500, which would give a variance of only £2,500. These figures had not been included in the financial forecast for 2018/19 as the Balance Brought Forward would only be confirmed at the end of the financial year.

Amanda provided some background on the variances to the budget. The Pupil Premium funding outturn had been calculated on January figures provided by DfE. The final figures based on the figures published by the DfE were expected to be £5,500 less than the original. The SEN funding had been more than expected due to the small school top up funding from Croydon. The school still awaited the accrued income from SEN at Croydon and these funds had been chased.

The Academy Generated Income, an insurance claim against a burst water pipe, had been calculated at £5,500 (against the repair cost of £6,200).

The income from the STEP Zone had exceeded the original budgeted income.

Staffing expenditure, administration and finance spending had exceeded the budget due to the contribution for central staff and overspend in staff in the office.

Unexpected expenditure had been made for £3,500 due to a safeguarding concern and the water pump had been replaced in the boiler at a cost of £3,500.

The expenditure for Teaching and Learning remained the same as the original budgeted expenditure.

£10,000 of contingency Funds have not been used

**Question:** Could some of the capital costs be recouped from the Trust?

**Answer:** The Trust received funding from the DfE. The Academies could submit an application to the Trust for capital funding and the funds would be prioritised in terms of safeguarding and health and safety concerns.

*Angel Oak Academy*

Amanda explained that the main concern for Angel Oak was the Early Years funding which had been less than anticipated in the original budget. The number of children attending the nursery had impacted the in-year revenue outturn.

Employment costs had been much higher than anticipated in the original budget due to the employment of two 1-2-1 Teaching Assistant roles, maternity cover, agency costs and redundancy payments.

**Question:** How much does it cost to advertise roles?

**Answer:** It was not a high cost to the school. The school paid an annual fee to the Trust for advertising. The school also advertised through the Southwark bulletin board, the STEP website and on-line recruitment sites.

**Question:** What was the current status for recruiting a cook?

**Answer:** The school had re-advertised the role this week. In the mean time, the school would continue to use the agency cook.

**Question:** What was the difference in pay between advertising for a cook and employing an agency cook?

**Answer:** The cost difference was significant and unfortunately, the school were unable to match the cost that the agency paid the staff?

It was reported that a letter had been received from the LGPS and the school had been asked to make pension deficit contributions of £19,200, which had been far higher than the £7,000 budgeted for.

**Question:** Why were the pension contribution so different?

**Answer:** It related to the school's contributions to the pension deficit of support staff.

At present, an in-year deficit of £21,913 had been forecasted. However, the school had a Balance Brought Forward from 2016/17 of £169,645, which would give an overall surplus of £147,732 if the 2017/18 forecast remained the same. This would mean a healthy budget for the next financial year and subsequent years.

**Question:** Was the 1% of income contingency enough?

**Answer:** The contingency fund for Angel Oak was held to cover unexpected costs. This year the contingency funds were not enough to cover the unexpected staffing costs.

**Question:** The budget had included reserves for the refurbishment project. To what extent had this been factored in?

**Answer:** The refurbishment of the classrooms had been factored in. The structure of the building work would not impact the refurbishment of the classrooms. The purpose of the reserves was to improve the education for the children.

Tim explained that the recent Ofsted rating would strengthen Angel Oak's capacity and funding position in the future.

### **2018/19 Budget**

Governors had received the 2018/19 budget reports in advance of the meeting. Amanda confirmed that she had met with the Chief Finance and Operations Officer to set draft budgets for 2018/19 for both Academies.

#### *Angel Oak Academy*

The funding levels had increased by £70,000 more than 2017/18 due to the predicted increase in pupil numbers. The PE and Sports Grant continued to be funded at 2017/18 levels. An overall surplus of £147,732 would be carried forward if the 2017/18 forecast remained the same. This left the school in a strong financial position. The overall core staffing cost to income target set by Trustees of 75% of income had been met.

A contingency of 1% had been built into the budget to allow full contribution to the STEP First Fund which had been set at 7.5% of GAG and diseconomies of scale. The contribution to this fund would cover areas of expenditure for STEP central staff and services.

**Question:** On average, was the school a net beneficiary or net loser in their contribution to the STEP First Fund?

**Answer:** Neither. The STEP First Fund had been fairly allocated to the schools through access to staff and services.

**Question:** Could new staff joining the school increase the expected course fees?

**Answer:** We only agreed for staff at NQT+2 level to do the Masters course. The school were clear at this stage which staff would be doing the NPQH and Masters course.

Amanda reported that that she would extend her role across Trust as Senior Academies Business Manager. She would oversee three Academies as of September.

	<p>One day a week at Angel Oak, two days a week at David Livingstone and two days a week at Gonville. Angel Oak would look to recruit a Junior School Business Manager and a part time Office Administrator to cover some of the work carried out by the Business Manager. Governors wished Amanda well in her new role.</p> <p><i>David Livingstone Academy</i></p> <p>At present, an in-year deficit of £111 had been forecasted due to falling funding levels for Pupil Premium other areas of income for SEN. Two children with EHCP had been included in the budget for this year and next year.</p> <p>Amanda explained that the staffing structure had been reviewed and no changes would be made. The same management structure would be required for a school that 'Requires Improvement'. A staff vacancy would be replaced with an NQT and a teacher from Breakwater Academy would be used to cover maternity leave. Another member of staff would take maternity leave from November and this position would be covered internally rather than with agency staff. Two agency staff had been employed to assist the two children with high needs. The school awaited an EHCP for these two children.</p> <p><b>Question:</b> How long would it take a child coming into the school to get an EHCP?  <b>Answer:</b> It could take from a few weeks up to 18 months. The funding would usually be backdated but the school was expected to cover the additional funding in the mean time.</p> <p>The 2018/19 budget predicted an in year deficit of £52,464. However, if you included the Balances Brought Forward from 2016/17 and 2017/18 along with the £10,000 contingency fund. This left the school with an overall deficit of £7,000. Amanda explained that any spending during the year would require a strong rationale. The overall core staffing cost to income of 82% had been agreed to improve the school from the 'Requires Improvement' status.</p> <p>Governors thanked the Business Manager for her hard work in setting the budgets in such a challenging environment.</p> <p>Governors agreed to approve the budgets for 2018/ 2019 for both Academies.</p>	
<b>10</b>	<p><b>Admissions update (people)</b></p> <p>The Business Manager provided an update on the reception offers for September 2018 as part of the Finance update.</p>	

<b>11</b>	<p><b>Governing Body Training (people)</b></p> <p>The Clerk confirmed that the Jenny Moore had been provided with information on induction training. Governors were encouraged to attend the forthcoming STEP Governor Panel Training on 9th May at 6pm at Heathfield Academy, South Croydon. The Clerk encouraged Governors to raise any specific training needs for 2018/19.</p>	
<b>12</b>	<p><b>Correspondence to the Chair</b></p> <p>The Chair confirmed that no correspondence had been received.</p>	
<b>13</b>	<p><b>Minutes</b></p> <p>Governors approved and signed the minutes of the SGB meeting held on 25 January 2018.</p>	
<b>14</b>	<p><b>Matters Arising from the Minutes</b></p> <p>The Clerk confirmed that there were no outstanding actions from the previous SGB meeting.</p>	
<b>15</b>	<p><b>Other Matters of Business</b></p> <p>The Chair asked Governors whether they had any further matters of business to raise.</p> <p>Ryan reported that the Year 6 class at David Livingstone Academy would be visiting Hindleap Warren outdoor residential centre in East Sussex on 8 -11 June. He confirmed that a full risk assessment had been completed and four adults would be traveling with the children. Governors approved the residential trip.</p> <p>Tim confirmed that Angel Oak's Teaching School application had been submitted in January and the school awaited a decision.</p> <p>Governors confirmed they were happy with the meeting start time of 5.00pm and they would continue to alternative the venue between the two academies.</p> <p>Governors raised the following questions:</p>	

	<p><b>Question:</b> Do staff sign non disclosure agreements when leaving the school? Were you aware of any NDA's?</p> <p><b>Answer:</b> No.</p> <p><b>Question:</b> The leadership structure of a school was linked to the leadership structure of STEP. To what extent would the SGB become involved in the leadership structure and the impact on the budget?</p> <p><b>Answer:</b> STEP was an expanding Trust and the schools rely on the successful elements of the structure within the Trust. Although the SGB would not be involved in the leadership decisions with the Trust, it was important for Governors to be aware of how this impacted the Academies and the budgets. The complex needs of the Academies would always be carefully considered by the Trust when they developed a leadership structure.</p>	
<p><b>16 Meeting Impact</b> (evaluation)</p>	<p>Governors felt that discussions had been very challenging, particularly on the budget setting. They recognised the funding challenges faced by David Livingstone Academy in terms of the number of children on the role. The Chair thanked governors for their input and hoped they found the reports useful.</p> <p>Tim confirmed that the SATs results for both Academies would be presented at the next meeting.</p>	
<p><b>17 Meeting Dates</b> (structure)</p>	<p>The next meeting would be held on Thursday, 12 July at 5.00pm at David Livingstone Academy.</p>	
<p><b>18 Publication of Minutes</b> (compliance)</p>	<p>Confidential staff and budget issues would be recorded in Part B of the minutes, which would remain confidential to the Strategic Governing Body.</p>	

Agenda Item	Action Point	Lead	Status
1	Thank you card to be purchased for Terry Sotiri	PJ	To be arranged by Angel Oak Office

**To confirm these minutes are and accurate account of the meeting**

Chair's signature		
Chair's name		
Date		