

MINUTES OF THE STRATEGIC LEADERSHIP AND MANAGEMENT COMMITTEE MEETING OF EXCALIBUR PRIMARY SCHOOL

WEDNESDAY 9th November 2016 – 5:00PM

PRESENT:

Lise Houldsworth	LH	Head Teacher
Nikki Ratcliffe	NR	Chair
Sarah Sproston	SSp	
Juliet Tomkinson	JT	

Clerk: Yvonne Hilditch YH

Item	TOPIC / PURPOSE	Action
1	APOLOGIES FOR ABSENCE Apologies were received and accepted from David Townson and Jonathon Riley.	
2	DECLARATION OF INTEREST No pecuniary interests were declared.	
3	REVIEW THE MINUTES OF THE PREVIOUS MEETING The minutes of the meeting held on 22 nd June 2016 were confirmed as a correct record and signed.	
4	MATTERS ARISING FROM THE MINUTES <ul style="list-style-type: none"> The recommendations from the SFVS review have been added to the school's risk listing: <ul style="list-style-type: none"> Finance training for the new Strategic Leadership and Management Committee. SSp and NR will attend training on 22nd November 2016. SFVS training for the new Strategic Leadership and Management Committee. VA will completed the SFVS review and is trained. NR and SSp are to attend training on 25th January 2017. The Business Continuity Plan needs to be reviewed Autumn 2016 and it needs to include new scenarios based on the school building not being available. This was part of the health and Safety training completed by YH in the Summer term and will be completed ready for the A Spring term meeting.. The Building Continuity plan should be tested annually and the findings presented to the governors. This will be done after the new Business Continuity Plan is in place. The review of the Local Authorities School's Audit programme 2015/16 brought up some findings that need to be changed in the school <ul style="list-style-type: none"> The school appraisal policy and pay policy needs to presented to staff in the staff meeting and minuted as such. This will be completed in the Autumn term when the new policies have been prepared. This was presented to the teaching staff in a staff meeting in September 2016 and went to the governors EGM on 28th September 2016 where it was approved The school needs to create an inventory of all its ICT equipment with purchase date, serial numbers and costs to go with the photographic inventory. This will be completed over the Autumn term and presented in 	SSp/NR SSp/NR YH YH YH

	<p>the Spring term meeting.</p> <ul style="list-style-type: none"> Two model education policies to be uploaded onto the CEC website need to be adopted by the school: <ul style="list-style-type: none"> Equality and Dignity at Work Policy Travel and Expenses Policy <p>These have been presented to this committee and will be taken to the FGM on 7th December 2016 for approval.</p> The school fund audit is to be completed by the finance department of CEC on Wednesday 29th June 2016 and the findings will be presented at the Autumn term meeting (YH). The audit was completed on this date and the finding will be presented to this committee under item 8. Review of the Education HR newsletter <ul style="list-style-type: none"> Employee sickness data for the school for 2015/16 will be available for the Autumn term meeting and should be reviewed against the average employee sickness in Cheshire East that is stated in the Summer term newsletter (YH). This has not yet been received and YH is to chase with Debbie Burnett. Policy developments. The following policies will soon be available on the CEC website ready to be reviewed, updated and approved by the school: <ul style="list-style-type: none"> Flexible Working and Work-Life Balance Policy - This committee meeting Social Media Policy - This was approved at the the Summer term FGM Travel and Expenses Policy – This committee meeting Domestic Abuse HR Policy and Procedure – This committee meeting Paternity Pay and Leave Policy and Procedure – This committee meeting Director of Children's Services Report Summer Term <ol style="list-style-type: none"> Education White Paper - VA agreed that she would review the document further and feedback to the relevant committees any consequences to that committee that had not been identified above (VA). YH to chase VA for the next committee meeting. Reduce Teacher Workloads - CEC suggest that the teachers set up a work group to consider the changes from the report groups around marking, planning and data management to reduce teacher's workload. The governors need to monitor the changes that the teachers suggest and this will be reviewed at the next meeting. LH is to update the staff survey in the Summer term to ensure that teacher workloads is reflected. Workshop Raising Awareness of Prevent - The governors have been informed that LH and Juliet Tomkinson are attending the WRAP Train the Trainer workshop and that they will disseminate this training to other staff in the school (LH). The training was attended by both staff in November 2016. The information is to be disseminated to staff at the annual safeguarding update training at the school. Extremism and Radicalisation - The self-assessment tool has been sent to the headteacher for completion (LH). This has not yet been received in school. The governor wish the school to take over the clerking of the Full Governor Meeting from September. YH has agreed to takeover as the clerk to the governing body and will resign as a governor with effect from 12th July 2016 in order to take up the post. This will be taken to Full Governors on 13th July 2016 for approval(FGB). This was agreed at the FGM on 13th July 2016. YH led a discussion on the Governance Statement that needs to be updated for 2016 and presented to all governors for approval at the Full Governors meeting on 13th July 2016. YH said that she would send the 2015 statement to VA to start the process of updating the statement (YH). This was amended and agreed by email and was distributed to all parents and has been made available on the website from September 2016. 	<p>YH</p> <p>LH</p>
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5	APPOINT A CLERK TO THE COMMITTEE The committee agreed that the clerk for the committee for the next year would be Yvonne Hilditch.	
6	AGREE THE COMMITTEE TERMS OF REFERENCE YH presented the terms of reference for the committee from 2015/16 and the committee agreed that the terms would remain the same for 2016/17.	
7	SCHOOL DEVELOPMENT PLAN PRIORITIES FOR 2016/17 - Review the SSDP objectives for the Strategic Leadership and Management Committee and British Values in relation to Outcomes for Pupils and Leadership and Management. EFFECTIVE LEADERSHIP AND MANAGEMENT Priority 7 – Leadership Capacity <ul style="list-style-type: none"> • Networking opportunities are available to all staff at all levels through Alsager Community Trust (ACT) including management. • The new Senior Leadership Team (SLT) are in place and have ownership of their responsibilities. They are already having an impact on the day to day running of the school and the meetings are robust having already discussed the management accounts and budget figures for September and October 2016 and the initial Summer data analysis from Raiseonline and FFTaspite. • The new Deputy Head has started to complete training in order help her to undertake her new role. She has undertaken safeguarding, data analysis, WRAP and OfSTED training. • Team teach in year 6 is working well and supporting the new deputy head in her role. <p>How is it working? JT it is working very well and is very effective for the children. It helps with my SLT responsibilities as I am out of the classroom three afternoons of the week and it helps with succession planning.</p> <ul style="list-style-type: none"> • The head teacher is booked to attend the eCAPH residential conference in February 2017. Attendance is important as the head teacher believes that there is always new initiatives to be implemented on her return. • The deputy head is to access the National Professional Qualification for Headteachers (NPQH) in 2017. • The new Read Write Inc. (RWI) manager has attended the first of three days of RWI management training. This will be completed by February 2017. The RWI manager is also to be given some management time during RWI sessions by the deputy head. • The senior leaders within school will be accessing coaching training through ACT. There will be 2 places available per school in the first training session in January 2017. Priority 8 – Converting School Status <ul style="list-style-type: none"> • Team teach in year 6 will help to support the head teacher in the work that needs to be completed on investigating the conversion on the school's status. • The employment of a site manager and the development of this role within school will support the school business manager in the work that she needs to complete when investigating the conversion of school status. The new site manager goes above and beyond in all aspects of his job and takes pride in the work that he undertakes around school. • Following the Full Governor Meeting on 28th September 2016 the leadership 	

	<p>team and the governors are agreed with the new direction of the investigations into converting the school status. This is powerful as the stakeholders are all working in the same direction.</p> <p>Other Strengths</p> <ul style="list-style-type: none"> • All the initial 2016/17 staff appraisals have been completed <p>Other Weaknesses</p> <ul style="list-style-type: none"> • The SENDco has yet to complete the SEN mandatory qualification. She is to restart the course in January 2017 and this is to be monitored by LH. <p>Other Threats</p> <ul style="list-style-type: none"> • The workloads during conversion will increase and will have to be managed well. This has been discussed with the school SIP and chair of governors, Vicky Alsop. • The school needs to ensure that there is a balance between capacity and growth during the conversion of the school and the growth of the MAT. It should not be detrimental to the provision of education in the school. • We need to carefully manage the budget so that the level of staffing within school can be maintained throughout 2016/17 and 2017/18. The SLT want to retain the team teach in year 6. 	
8	<p>SCHOOL FINANCES</p> <p>1. Ensure financial deadlines have been met since 22nd June 2016. The school's budget and three year plan was submitted to the Cheshire East finance team on 1st July 2017, the deadline being 4th July 2017.</p> <p>2. Review and Approve the LMS virement report from the Autumn Term The school business manager, YH, presented this term's virement report. It showed all virements from the Summer term meeting to the Autumn term meeting totalling £2,666 more income. The virements included and explained:-</p> <ul style="list-style-type: none"> • A £7,800 decrease in teaching staff salaries, due to the resignation of the deputy in August 2016 and appointment internally of the new deputy and appointment of replacement staff at lower gradings. • A £6,187 increase in support staff costs, £5,000 increase in premises staff due to the caretaker's sickness leave since 11th January 2016 and the cover costs of his temporary replacement, this is covered by insurance income and then the subsequent appointment of a site manager from 1st July 2016. £1,000 increase in administrative staff due to the re-grading of the school business manager. • A £500 increase in special needs teaching assistants due to the re-grading of a teaching assistant and the increase in hours from 26.5 to 32.5 hours on 1/9/2016. • A £2,000 increase in redundancy cost due to a member of staff on long term sick leaving the school on 30th June 2016. • A £3,000 increase in the tenants maintenance budget due to the extra purchases around the new school gates • a £6,000 increase in the educational visits budget based on the expenditure to date. This has been matched by an increase of £5,000 income from educational visits. • A £7,000 increase in the Pupil Premium Plus funding for 2016/17 not budgeted for as schools have been informed that this could end each year. 	

- A £2,800 increase in insurance income due to sickness in the Summer term.
- A £1,100 increase in donations from Friends of Excalibur for the benches.
- A £2,300 increase in reimbursements for staffing for moderation in the Summer term.
- A £5,800 increase in the school meal contract budget due to income received so far.
- A £1,000 increase in the community lettings income budget due to income received so far..

3. Review the budget and 3 year forecast document prepared by the school

The school business manager presented the revised Autumn term budget and 3 year forecast to the committee prepared by herself. YH indicated the surplus carried forward at the end of each year would show as 2016/17 £71,200, 2017/18 £36,631 and 2018/19 -£30,496.

4. Review the LMS accounts to 31st October 2016

The school business manager presented the revised accounts to 31st October 2016 which included a revised budget and 3 year forecast to the committee. The actual to 31st October 2016 was £378,414 with commitments of £12,832 and indicated the surplus carried forward at the end of the year would be £71,200.

5. Review the annual audit certificate from 1st April 2015 to 31st March 2016.

The school fund audit was completed by Laura Hancock, from the finance department of Cheshire East Council on Wednesday 29th June 2016 and the findings were presented.

- Testing was undertaken on income, expenditure and reconciliations
- There is a recommendation that once the school has a permanent caretaker in place then regular banking should be resumed by the caretaker. This is due to the fact that during the caretakers sickness leave monies had to be banked by the school business manager and this could only be completed when she had an escort this lead to irregular banking and no segregation of duties from banking and preparing accounts.
- The school should retain scanned copies of cheques for all expenditure. The school has been doing this since January 2016.
- The report provided assurance that the fund is being correctly operated, income is being correctly accounted for, monetary balances are reconciled, monetary balance do exist, expenditure is reasonable, funds have not been used for personal transactions and guidelines for record keeping have been followed.

6. Review the School Fund Income and Expenditure Account to 31st October 2016

YH presented the School Fund accounts to 31st October 2016. The school fund had a balance of £8,476.76 and petty cash of £37.40. This was made up of £2,704 held in the holding account ready for transfer into the LMS accounts or external charities and £7,324 that is held on behalf of Friends of Excalibur.

7. Review the Friends of Excalibur Accounts to 31st October 2016

YH presented the Friends of Excalibur Accounts to 31st October 2016. They have a balance of £7,324 being held in the school bank account and £50 held in the

	Brittania Building Society. They raised £4,126 in 2015/16 and have raised £415 so far this year. Friends of Excalibur have committed to £7,455 worth of expenditure.	
9	<p>SCHOOLS FINANCIAL VALUE STANDARD (SFVS)</p> <ol style="list-style-type: none"> 1. Organise the timing of the SFVS review The review needs to be undertaken and its finding need to be taken to and approved by the Full Governor meeting on 7th December 2016. NR is to contact VA and arrange for the audit to be completed with YH. It needs to be sent to Cheshire East Council finance department by 31st December 2016. 2. Review the following documents <ol style="list-style-type: none"> a. Best Value Statement – agreed to be taken to Full Governors b. Financial Limits and Responsibilities Matrix 2016/17 – YH explained that changes had been made to this document from last year so that it agrees with the new guidelines from Cheshire East. The change is that three written quotations can only be accepted for purchases between £5,000 and £25,000 (previous £50,000) – this document was agreed to be taken to Full governors c. School Decision Planner 2016/17 – agreed to be taken to Full governors. 3. Review the reports on all tenders and quotations between £10,000 and £25,000 since 2nd June 2016 to be approved by this committee The school business manager has received a quote for replacement windows around the school where there is single glazed units. This has been completed to try to achieve funding from Cheshire East to fund 90% of the purchase. If this is not achieved it can be used as a planning document for the phased replacement of the windows. 4. Review and items that are within £10,000 and £50,000 for approval by this committee. None 5. Review the listing of school contracts 2015/16 The listing of school contracts was presented. The school business manager explained that it was split into the schools main contractors with contract dates and value together with contact details. There is then an area where details of all insurance cover is shown to ensure that the school has adequate cover, an area for ICT contracts and area detailing the school's licences. The members of the committee reviewed and discussed the contract listing. 6. Review the Identified Risks Listing at 9th November 2016 The school business manager did not present this report as there were no changes since 22nd June 2016 except that the boilers are now in the process of being replaced and this risk and associated costings have been removed. 7. Review how the school has achieved best value since 22nd June 2016 <ol style="list-style-type: none"> a. The school business manager purchased new Accelerated Reader classroom books from the bookpeople and paid £130 with a saving £427. b. The school business manager obtained 15% discount on the musical instruments purchased giving a saving of £94. c. The boiler replacement is under way and the costings are £100,000 with the school making a saving of £90,000 by obtaining 90% funding from Cheshire East. d. The school has not purchased full Financial Support through CHES just 	NR

12	<p>REVIEW THE ITEMS FROM THE DIRECTOR OF CHILDREN'S SERVICES REPORT TO SCHOOL GOVERNING BODIES AUTUMN TERM 2016 FOR THIS COMMITTEE</p> <p>YH presented the items informing the governors of the following items of importance for this committee:-</p> <p>Item 1 – Governance and Liaison Update</p> <ul style="list-style-type: none"> • The Cheshire East Annual Governors' Conference is on Friday 10th March 2016 and SSp is to attend and feed back to governors in the Spring or Summer term. • The Autumn term training programme for governors had been uploaded onto the governors section of the website by YH and the governors had been informed by email. Governors have been told to inform SSp and YH if booking on courses. • The new edition of the Academies Financial Handbook has been published and downloaded by both LH and YH. • The school governors' One Stop Shop is to remain open for business and will continue to support schools to recruit skilled governors. <p>Item 2 – National Governors' Association</p> <ul style="list-style-type: none"> • They have created two key resource packs to assist governors in their three key functions: <ol style="list-style-type: none"> 1. Framework for Governance which provides detailed guidance on governing principles, setting the strategy and monitoring the strategy 2. Growing Governance resource pack which gives practical assistance on full school strategy and development. <p>VA is encouraged to read these two key documents and feedback to governors in the Spring term</p> • It has also published a briefing note on parental engagement which YH will send out to all governors for discussion in the Spring term meeting. <p>Item 3 – National Database of Governors</p> <ul style="list-style-type: none"> • The White Paper 'Educational Excellence Everywhere' sets out plans to create a national database of all those involved in governance and this data is being collected via Edubase. Edubase will collect the following information on individual governors: <ul style="list-style-type: none"> - Full name - Appointing body - Date of Appointment - Term of office and date ends - Postcode - Date of Birth - Previous names - Nationality • All governors have been informed in the committee meeting that this data is to be collected for sharing with the Department of Education (DfE). • YH has a password for edubase and will be updating the governor information this term. She will be sending out emails to collect the information that she does not have. • Governor Services will be surveying Edubase for completeness of information. <p>Item 4 – A competency Framework for Governance</p> <ul style="list-style-type: none"> • Lord Nash has been tasked with producing a new governor/trustee competency framework. Governors should be aware of this and the need once completed to 	
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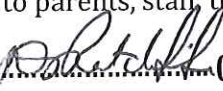
	<p>conduct a review of governance and to time governor recruitment appropriately.</p> <p>Item 6 – School Teachers’ Review Body</p> <ul style="list-style-type: none"> The school teachers pay and conditions document has been published and its recommendations were included in the Teachers pay policy that was approved on 28th September 2016 by all governors. <p>Item 7 – Ofsted Framework Changes</p> <ul style="list-style-type: none"> Ofsted has published updates to Section 5 and 8 of the school inspection handbook. Governors should be aware of who the inspection team will need to speak to with particular reference to sections 38, 64, 85 and 86. <p>Item 18 – Occupational Health Service Provision</p> <ul style="list-style-type: none"> The occupational health provision within Cheshire East Council has changed to People Asset Management. This was discussed in section 10 of the minutes. School leaders are aware and have been trained in the new software. <p>Item 19 – Model HR policies and procedures</p> <ul style="list-style-type: none"> The following policies were updated last term: <ul style="list-style-type: none"> Domestic Abuse Policy and Procedure – approved FGM Summer term. Travel and Expenses Policy – to be discussed in this committee in section 13 Social Media Policy - approved FGM Summer term. Flexible Working and Work Life Balance Policy - to be discussed in this committee in section 13 The following policies are currently being drafted/updated: <ul style="list-style-type: none"> Model Pay Policy for Teaching Staff - approved FGM 28th September 2016 Equality and Diversity in Employment Policy - to be discussed in this committee in section 13 <p>Item 20 – Rewards Centre</p> <ul style="list-style-type: none"> HR consultancy are able to offer the new benefits platform “Rewards Centre” This allows employees to access 6,000 high street discounts and a range of salary sacrifice products. It is available to schools who buy the silver or gold package, which we do, and YH it to investigate the costs for the next meeting. <p>Item 22 – Schools Financial Value Standard (SFVS)</p> <ul style="list-style-type: none"> The annual review is due by 31st December 2016. It is designed to help governors to protect governors and school staff by ensuring there are robust financial controls in place to safeguard public funds and that they can be evidenced. NR and VA are to complete the SFVS ready to be taken to FGM on 7th December 2016. <p>Item 23 – Unofficial School Fund Audit</p> <ul style="list-style-type: none"> Governors are responsible for ensuring that any funds held locally by schools are subject to an annual audit. This provides assurance that the official school fund is being used appropriately and by authorised staff. The audit report was presented and discussed by this committee under item 8 	<p>YH</p> <p>NR/VA</p> <p>FGM</p>
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	<p>and the findings will be presented at the FGM on 7th December 2016.</p> <p>Item 24 – Admission Arrangements</p> <ul style="list-style-type: none"> Admission authorities need to review their admission arrangements and if there are any changes go out to consultation between 1st October and 31st January. The admission policy is to be agreed by this committee and there are no planned changes. The school went out to consultation in 2015/16. <p>Item 25 – Out of Cohort</p> <ul style="list-style-type: none"> The admission policy includes a fair and transparent process for requesting admission out of the normal year group. 	
13	<p>REVIEW THE POLICY LISTING DELEGATED TO THIS COMMITTEE</p> <p>The policy listing was reviewed and all due policies have been reviewed and presented to the committee.</p> <p>The following policies were reviewed and approved to be taken to the Full governors meeting on 7th December 2016. The policy will be uploaded onto the governor section of the website ready for the Full Governors meeting:</p> <ul style="list-style-type: none"> Flexible Working and Work-Life Balance Policy Equality and Diversity in Employment Policy Paternity Pay and Leave Policy and Procedure Disciplinary Policy and Procedure Pensions Discretions Policy - LGPS members post April 2014 - Effective from 13 August 2016 Redundancy Policy Manual of Internal Financial Procedures Charging and Remission Policy Admission Policy Travel and Expenses Policy Critical Incident Policy Teacher Appraisal Policy Admission Policy from September 2018 Use of Force to Control and Restrain Pupils Policy 	FGM
14	<p>DISCUSS ANY SAFEGUARDING ISSUES</p> <ul style="list-style-type: none"> The safeguarding documentation around new volunteers in the school is now in place and in use. Volunteers are asked to complete an application form with references and references are sought before any volunteering work commences in school. LH and Juliet Tomkinson attended WRAP (workshop to raise awareness of prevent) train the trainer workshop with the SCiES team. The workshop is about training the trainer to deliver training that supports and protects those people that might be susceptible to radicalisation, ensuring that individuals and communities have the resilience to resist violent. The training will enable LH and JT to train others in school including staff and volunteers. The SCiES team will log the training with the Home Office and the attendee will be able access training resources. LH/JT attended the designated lead workshop on Monday 11th July 2016. 	

15	REVIEW THE TRAINING NEEDS OF COMMITTEE MEMBERS None that have not already been discussed	
16	ANY OTHER BUSINESS None	

Part one of the meeting concluded at 7.00pm

The meeting was declared closed to parents, staff, the public & press

Minutes agreed and signed as a true record by  (chair)

Date 7/12/16