

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

**WEDNESDAY 25<sup>th</sup> MARCH 2015 - 5:30PM**

**PRESENT:**

Lise Hoüldsworth    LH    Headteacher  
 Vicky Alsop        VA    Chair  
 Samantha Allen    SA  
 Gill Burgess       GB  
 Yvonne Hilditch   YH

Simon Cotterill    Observer

<i>Item</i>	<i>TOPIC / PURPOSE</i>	<i>Action</i>
1	<b>APOLOGIES FOR ABSENCE</b> Apologies were received and accepted from Juliet Tomkinson, Jonathon Riley and David Townson.	
2	<b>DECLARATION OF INTEREST</b> No pecuniary interests were declared.	
3	<b>REVIEW THE MINUTES OF THE PREVIOUS MEETING</b> The minutes of the meeting held on 3 <sup>rd</sup> December 2014 were confirmed as a correct record and signed.	
4	<b>MATTERS ARISING FROM THE MINUTES</b> <ul style="list-style-type: none"> <li>a. The skills matrix of the Admin Assistant needs to be completed. This will be completed before the next meeting and be collated with the skills matrixes completed by the SLT.</li> <li>b. Finance and SFVS training to be organised for governors on this committee. SFVS and Finance training was available to all governors on the CEC training schedule for governors for the Autumn and Spring term sent out by YH. Extra SFVS training sessions were sent from the Cheshire East Finance Team to all governors in January 2015 by YH. The committee still feel that a group session would be more beneficial but understand that this is not available from Cheshire East Finance at the moment.</li> </ul>	<b>YH / LH</b>
7	<b>SCHOOL DEVELOPMENT PLAN PRIOTITIES FOR 2014/15</b> - Review the SSDP objectives for the Strategic Leadership and Management Committee and SMSC (spiritual, moral, social, cultural) promotion in school.  <b>Quality of Teaching</b> <b>Priority 1 - Increase the percentage of pupils exceeding expected progress in Maths, Reading and Writing</b> <ul style="list-style-type: none"> <li>a. As reported in the Autumn term meeting the team teach started late in the term due to long term sickness of a member of staff. An additional Teaching Assistant, Emily Birchenhough, was appointed, on 20 hours, from 5th January 2015 for years three and four to enhance the team teaching in these classes. This has since been increased to 32.5 hours per week from 23<sup>rd</sup> February to August 2016</li> </ul>	

and is already having an impact in these classes.

- b. It was highlighted in the Autumn term meeting that the school is slightly below national attainment for level 3 writers at the end of Key Stage 1 in 2014. From the assessments data collected in the Spring term the school is predicting that the numbers will be higher than national for 2015 but writing in KS1 is to remain in the SSDP for 2015/16. Some staff training has already been undertaken by the year 2 teacher this term and the SIP has seen the impact of this during his visit but there is more work to be done.

#### **Priority 2 - Pupil Premium**

- a. The pupil premium funding bid to the Local Authority by ACT was successful. The funding is to raise inspirations in children with employees. The project is being lead by Alsager School and is being trialled in Highfields Primary School this year due to their high numbers of disadvantaged pupils. It will be rolled out to all the primary schools in Alsager in 2015/16.
- b. The school received a congratulations letter from the Rt Hon David Laws MP on the improvement of the Key Stage 2 results for disadvantaged pupils within the school for 2014. There were only 5 schools in Cheshire East that received these letters.

#### **Leadership and Management**

##### **Priority 7 – Strengthen Governor Effectiveness**

- a. Mike Cross attended the Governor Conference on 13<sup>th</sup> February. He was inspired by the speakers at the conference and has reported his finding to all the governors by email.
- b. Since the governing body reconstitution on 5<sup>th</sup> January 2015 the school has a vacancy for a co-opted governor.

**What is a co-opted governor?** LH Anyone that we want to be a governor at the school that can bring skills to the governing body.

##### **Priority 8 – Succession Planning**

- a. The SLT are developing their understanding of finance following the completion of the skills matrix by all the members. YH has discussed with the SLT how the budget and three year forecast are created and how it links to the school's SSDP and Environment Buildings Plan. She also shared the 2015/16 budget and 3 year forecast.
- b. Simon Cotterill has become the DeCAPH (East Cheshire Association of Deputy Heads and Senior Leaders) representative for the Alsager schools.
- c. LH is to become the eCAPH (East Cheshire Association of Primary Deputy Heads) representative for Alsager schools. This will be one meeting a month with the Local Authority but she will be able to influence at a higher level.

#### **Other Strengths**

- a. The Monitoring and Intervention Officer from Cheshire East Council visited the school on 2<sup>nd</sup> February to undertake a monitoring visit to ascertain whether the school was OfSTED ready. Her overall judgement was that the school was OfSTED ready and that there is compelling evidence to support the outstanding judgement.
- b. John Mollard, the SIP, completed his Spring term monitoring visit on Friday 13<sup>th</sup> February. He concurs with the overall outstanding judgement in the SEF.

***Other Opportunities***

- a. As discussed in the Autumn term meeting there was been an increase in the Deputy Head's non-contact time, as recommended by the SIP, to 3 afternoon of DH non-contact time, an increase of 2 afternoons and it was impacting on school improvement. Long term staff absence has impacted on this and one afternoon a week has been lost this term but the school has planned for this to be reinstated after Easter.

***Other Threats***

- a. The school's historical financial debt, discussed in the Autumn term meeting has not yet been resolved the school is challenging the debt the Cheshire East Legal Department, Human Resources and Finance. The school has assurance that this money will not be taken from the budget without the schools knowledge. The school will make a provision for one third of the liability in the 2014/15 accounts.

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**SCHOOL FINANCES**

**1. Ensure financial deadlines have been met since 3<sup>rd</sup> December 2014.**

- a. The deadlines since 3<sup>rd</sup> December 2014 are
- i. The Spring census was completed on 20<sup>th</sup> January 2015 and uploaded to the COLLECT website by the deadline of 22<sup>nd</sup> January 2015. The UIFSM numbers collected on this return will inform the monies paid to the school by the DfE from September 2014 to March 2015 and the first allocation into the 2015/16 budget in June 2015.
  - ii. The Spring term finance meeting with the local authority took place on 9<sup>th</sup> March 2015 but the budget and 3 year forecast produced cannot be presented for discussion at this meeting as the first draft received is incorrect YH has sent a list of amendments to be made. These will be presented for approval at the Full Governors meeting on 1<sup>st</sup> April 2015.

**2. Review and Approve the LMS virement report from the Autumn Term finance meeting**

- a. YH was unable to present the virement report produced by the Cheshire East Finance Department included in the revised Autumn term budget to the governors due to the reasons discussed. She indicated that the virement column on pages 10 to 12 in the reports would be presented at the Full Governors meeting on 1<sup>st</sup> April 2015 . The total movement agreed in the budget meeting was a £12,902 decrease in the year's deficit from £21,294 to £8,392. This included:-
- a £8,500 decrease in teaching staff salaries carried forward due to the double counting of some pupil premium spend
  - a £4,500 increase in supply staff costs due to staff long term absence cover.
  - a £5,400 increase in teaching assistants salaries due to the appointment of a new TA and the extra hours from 20 to 32.5.
  - a £1,500 increase in Caretaker salaries due to the contract for the cleaner moving to the school on 1<sup>st</sup> January 2015
  - a £4,000 saving on training costs as not all training will be completed or invoiced by 31/3/2015.
  - a £22,000 increase in tenants maintenance due to the refurbishment of

the play and learn area and extra earmarked funds for the kitchen and the outside play area.

- A £3,100 saving on energy costs
- a £2,600 saving on the Cheshire East County Cleaning contract as it ends on 31<sup>st</sup> December 2014
- a £32,000 increase in supplies and services which includes an extra £21,000 to pay Cheshire East for the universal free school meals taken from 1<sup>st</sup> September 2014 to 31<sup>st</sup> March 2015 and £7,000 on educational visits due to an extra residential visit and the visits to the theatre by all classes.
- an extra £32,000 income that includes £21,000 due in from the government to pay for the universal infant free school meals, £5,000 for sickness insurance, £4,000 for donations due to the theatre trips and £4,600 for the reimbursement of teaching staff.

### **3. Review the LMS accounts from the Autumn Term finance meeting**

YH was unable to present the revised Spring term budget, the 2015/16 budget and the 3 year forecast. These would be presented at the Full Governors meeting for approval on 1<sup>st</sup> April 2015. YH then indicated the surplus carried forward at the end of each year would show as 2014/15 £46,915, 2015/16 £34,252, 2016/17 £3,597 and 2017/18 deficit of £6,587.

### **4. Review the LMS accounts to 31<sup>st</sup> October 2014**

YH presented the February Management accounts to the committee. The updated surplus carried forward each year is now 2014/15 £53,466, 2015/16 £51,150, 2016/17 £7,687 and 2017/18 it is a deficit of £9,421. YH explained the 3-Year budget plan page of the reports informing the committee of the following:-

- a. Section one shows the summary of income and expenditure for each year and the balance carried at the end of each year to the next. The details of all the income and expenditure figures can be found on the Summary Budget report for each year.
- b. Section 2 shows pupil numbers in the past and forecasted to October 17. This informs the Local Authority income amounts in section 3. The school forecast to take 30 pupils per year in the reception class and it is forecasting for 214 pupils in October 2015, 212 in October 2016 and 211 in October 2017. The pupil premium summary shows the forecast of the disadvantaged pupil in the school through to October 2017. As no pupils have registered in Reception this year due to UIFSM then the forecast is reducing from 24 in October 2014 to 9 in October 2017.

**What are the school doing about promoting Free School Meals in order to boost pupil premium numbers in school?** LH – We have mentioned in numerous newsletters and it is on the school website but we are sending out another letter before the October Census date and discussing it with parents in the new intake meeting in June 2015.

- c. Section 3 shows income that the school receives from the local authority, £814,099 in 2014/15, 820,198 in 2015/16, £781,920 in 2016/17 and £775,823 in 2017/18.
- d. Section 4 shows the forecasted staffing levels in school that are included in the staffing costs in the budget. The changes from September 2014 to September 2015 are due to:
  - Teaching FTE reduced from 8.66 FTE to 8.55 FTE from Sept 14 to 15 due to A, McArdle reducing her contract to 0.9.

	<ul style="list-style-type: none"> <li>- Educational Support increased from 124 hours to 156 hours due to the new teaching assistant on 32 hours per week.</li> <li>- Premises staff increased from 30 to 53 hours due to the cleaner now being employed by the school for 23 hours per week.</li> <li>- Other staff support reducing from 45 hours to 40 hours due to midday assistants for a specific pupils that are leaving the school also leaving the school.</li> <li>- Special Needs Educational Support reducing from 53 hours to 26 hours due to a teaching assistants for a specific pupils that is leaving the school also leaving the school.</li> </ul> <p>e. Section 5 shows the balance of Capital funds held by the school and the years that it is to be used. The balance at the end of 2013/14 was £2,349 which needs to be used by 31/8/2016. The balance at the end of 2014/15 was £3,689 to be used by 31/8/2017. The school has forecast to receive £6,340 each year and to spend £14,849 in 2016/17 on the refurbishment of the ICT suite. The balance carried forward in 2017/18 is forecast as £14,200.</p> <p>YH presented the Summary Budget report detailing the breakdown of income and expenditure.</p> <p><b>5. Review the School Fund, including Friends of Excalibur, annual audit certificate to 31<sup>st</sup> March 2014</b></p> <p>YH presented the school fund annual audit certificate from 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014. The report stated that they verify that the school fund accounts form an accurate record of the transactions which have occurred and the balances that were held. The auditor's comments were that the fund was very well maintained and managed. A listing of the work undertaken as part of the audit was presented.</p> <p><b>6. Review the School Fund Income and Expenditure Account to 28<sup>th</sup> February 2015</b></p> <p>YH presented the School Fund accounts to 28<sup>th</sup> February 2015. The school fund had a balance of £9,937 and petty cash of £58. This was made up of £4,930 held in the holding account ready for transfer into the LMS accounts or external charities and £5,392 that is held on behalf of Friends of Excalibur.</p> <p><b>7. Review the Friends of Excalibur Accounts to 28<sup>th</sup> February 2015</b></p> <p>YH presented the Friends of Excalibur Accounts to 28<sup>th</sup> February 2015. They have a balance of £5,441, £5,392 being held in the school bank account and £50 held in the Britannia Building Society. They have raised £5,227 this year so far. Friends of Excalibur have committed £2,551 to the school to fund the art project £1,500, Life Education van £850 and Wet play equipment £150. The governors would like to thank FOE.</p>	
9	<p><b>SCHOOLS FINANCIAL VALUE STANDARD</b></p> <p><b>1. Review the SFVS questionnaire document</b></p> <p>The SFVS questionnaire was completed by GB and VA on 13<sup>th</sup> February 2015. GB presented the questionnaire to the governors and explained the process by which it was completed. It was approved to be taken to full governors on 1<sup>st</sup> April 2015.</p> <p><b>Review the Statement of Internal Controls 2015</b></p> <p>The Statement of Internal Controls 2015 was completed by GB and VA on 13<sup>th</sup> February 2015. GB presented the statement to the governors and explained the process by which it was completed. It was approved.</p> <p><b>2. Review the reports on all tenders and quotations between £5,000 and £50,000 since 3rd December 2014</b></p>	

	<p>The school has received a quote for the Staff Absence Insurance from Schoolsafe. The quote was £9,179, £530 higher than last year, but the school has received £9,070 in claims in 2014/15. YH recommended that the quote be accepted as the school has a member of staff still on long term sick.</p> <p><b>3. Review and items that are within £10,000 and £50,000 for approval by this committee.</b></p> <p>There were no purchases between £10,000 and £50,000 in this period. The school has submitted a bid for the Kitchen for £25,000 with match funding by the school of £25,000. The school has submitted earmarked funds from its funds in 2014/15 to cover the match funding. If the bid is not successful the school will use the monies to complete the emergency works in the kitchen over the Summer holidays.</p> <p><b>4. School Asset Register Check.</b></p> <p>The school asset register check was completed by VA on 13<sup>th</sup> February 2015. She confirmed that the school holds photographic evidence of all assets in the schools server split into different folders for different areas.</p> <p><b>5. Review the listing of school contracts</b></p> <p>YH presented the listing of contracts to the committee. She explained how the list is broken down into general contracts, insurances, ICT and licences. The details of what each contract covers is listed below each contract. The insurances schedule shows the insurance cover for all policies and was deemed to be adequate cover by the committee.</p> <p><b>6. Review the benchmarking data for 2013/14</b></p> <p>YH presented the School Financial Benchmarking document for 2013/14 together with the CFR reconciliation to the school accounts, the Arbor benchmarking report for 2013/14 and the DfE Schools and college performance tables. These documents were discussed by the governors.</p> <p><b>7. Review the skills analysis of the School Business Manager and Admin Assistant.</b></p> <p>The skills analysis of the School Business Manager and Admin Assistant will be presented at the Summer term meeting together with the skills analysis of the Senior Leadership Team.</p>	
10	<p><b>HUMAN RESOURCES (PART 1)</b></p> <p><b>1. Ensure that annual teacher's pay letters have been sent out by 31<sup>st</sup> October 2014</b></p> <p>The teacher's pay letters had not yet been sent out by 31<sup>st</sup> October 2015 due to the decision that needs to be made on the 1% increment by the full governors on 10<sup>th</sup> December. YH confirmed that the letters had been send out once the decision had been made in January 2015</p> <p><b>3. Review any changes to staffing since 3<sup>rd</sup> December 2015</b></p> <p>Presented in Part 2 of the minutes.</p> <p><b>4. Review Exit interviews that have take place since 3<sup>rd</sup> December 2014</b></p> <p>There have been no exit interviews.</p> <p><b>5. Plan exit interview for staff that are leaving before 31<sup>st</sup> March 2015</b></p> <p>No staff movement is planned before 31<sup>st</sup> March 2015.</p>	
11	<p><b>REVIEW THE MONITORING INFORMATION</b></p> <p><b>1. Review the learning and teaching judgements for 2014/15</b></p> <p>LH informed the governors that teaching and learning is being continually assessed and she presented an overview of Learning and Teaching in Maths and English. This report shows the amalgamation of all the information gathered from lesson observations and book scrutinies in the Spring term compared to</p>	

	<p>the Autumn term. The report shows that there has been an movement in both Maths and English towards outstanding Maths from 17% Autumn term to 62% Spring term and English 14% Autumn term and 64% Spring term.</p> <p><b>2. Spring Term Data</b></p> <p>LH presented the Spring Term Attainment, Progress and all the cohort stories from Year 1 to Year 6. Tracking in the reports are based on age related expectations with +1 meaning 4 months above age related expectation on the attainment charts and 3 .0 meaning 12 months progress on the progress charts. The green areas were where attainment and progress is good and the red areas is where attainment is lower than age related and lower than one terms progress. Issues addressed include:-</p> <ul style="list-style-type: none"> <li>• Year 3 writing progress is 1.4 but is due to a particular group of 2b+ writers. Extra TA support has been provided for this cohort.</li> <li>• In Year 4 pupil premium progress is low in reading due the addition of a new disadvantaged pupil in this cohort in January 2015.</li> <li>• Year 5 progress in reading is low at 1.5 but this is due to this being a high very attaining cohort.</li> </ul>	
12	<p><b>REVIEW THE ATTENDANCE PROCEDURES IN SCHOOL</b></p> <ol style="list-style-type: none"> <li>1. The attendance procedures remain the same as in the Autumn term.</li> <li>2. YH presented the attendance report to 28<sup>th</sup> February 2015. The whole school attendance is at 96.8%.</li> </ol>	
13	<p><b>REVIEW THE POLICY LISTING DELEGATED TO THIS COMMITTEE</b></p> <p>The policy listing was reviewed and all due policies have been reviewed and presented to the committee.</p> <p>The following policies;</p> <ul style="list-style-type: none"> <li>- Teachers Appraisal Policy</li> <li>- Occupational Maternity Scheme (Support Staff) Policy</li> <li>- Occupational Maternity Scheme (Teachers) Policy</li> <li>- Admissions Policy (for Admissions from September 2016)</li> <li>- Whistleblowing Policy</li> <li>- Safeguarding Children Whistleblowing Policy</li> </ul> <p>were reviewed and approved to take to the Full governors meeting on 1<sup>st</sup> April 2014.</p>	
15	<p><b>DISCUSS ANY SAFEGUARDING ISSUES</b></p> <p>Whole school basic safeguarding training is booked for April 20<sup>th</sup>, 3.30 – 5.30pm, for all school staff, Cheshire East Catering staff in school and governors if they are available.</p>	
10	<p><b>REVIEW THE TRAINING NEEDS OF COMMITTEE MEMBERS</b></p> <p>No training needs.</p>	
11	<p><b>ANY OTHER BUSINESS</b></p> <p>None</p>	

Part one of the meeting concluded at 7.30pm

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

Minutes agreed and signed as a true record by ... *V. Alsop* ... (chair)

Date 1-4-2015