



## AUTUMN TERM 2019

**MINUTES** of the People and Personnel Committee meeting of the Governors of Holmer Green Senior School held at the School on Tuesday 26 November (postponed from 13 November 2019) at 18.00

<b>PRESENT:</b>	Mr E. Hillyard (EH)	Headteacher
	Mrs S. Khan (SK)	Vice-Chair
	Mr J. Leftwich	
	Mrs L. Swain (LS)	Chair
	Mrs A. Thomas (AT)	
<b>IN ATTENDANCE:</b>	Mrs C. Hawkins (CH)	Assistant Headteacher/DSL/SLT Lead for this committee
	Mrs L. Jackson (LJ)	Director of Finance, HR and Resources
	Ms E. Walker (EW)	Clerk
	Mr A. Wooller	Assistant Headteacher
<b>ABSENT:</b>	Mr S. Barrett (SB)	Apologies received
	Mrs E. Ginger (nee Baddeley) (EG)	Apologies received

NB. Governors' questions are highlighted in *italics* throughout these minutes. It was agreed to take agenda items out of sequence to enable staff to leave the meeting after their presentations.

	<b>ACTION</b>
<b>1 WELCOME AND APOLOGIES FOR ABSENCE</b> Apologies for absence are as recorded above.	
<b>2 DECLARATIONS OF INTEREST</b> There were no interests declared specifically in items on the agenda.	
<b>3 MINUTES AND MATTERS ARISING</b>	
<b>3.1 MINUTES</b> The Minutes of the meeting held on 18 September 2019 were confirmed as a true and accurate record.	
<b>3.2 MATTERS ARISING FROM THE MINUTES</b>	
<b>3.2.1 REWARDS (Minute No. 7.1)</b> LS confirmed that parents are now informed of the subject relating to achievement points obtained by students.	

**3.2.2 STUDENT BEHAVIOUR** (Minute No. 7.1)

EH reported that, in response to the request from governors, reporting will now follow a consistent format to enable high level comparisons in data to be made more easily.

**3.2.3 EMPLOYEE ENGAGEMENT** (Minute No.7.5)

It was noted that feedback has been sought from staff recently in relation to CPD and Safeguarding.

It was agreed to discuss staff survey outcomes annually at the Spring Term meeting going forward.

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**3.2.4 STAFF CODE OF CONDUCT** (Minute No. 10)

LJ confirmed that there were no issues in terms of the Staff Code of Conduct not being in line with the Behaviour Policy.

**4 REPORTS****4.1 STAFF CPD**

Governors noted the information provided about Professional Growth and the CPD Provision Action Plan 2019-20.

AW stated that all INSET sessions are being evaluated and there had been a more positive response to the evaluation of the last INSET – both in terms of numbers responding and on the usefulness of the INSET provided. Video clips are being compiled to demonstrate what effective questioning looks like.

EH reported that staff had requested more time in departmental activities on INSET days and this has been built into the INSET programme going forward. The next step will be to tell staff what changes have been made based on their feedback.

AW

**4.2 APPRAISALS (TEACHERS)**

Governors received information about the new appraisal process being trialled as well as the established process.

*Are we quality assuring the appraisal process?*

It was explained that all staff receive a briefing about how the appraisal process will work at the beginning of term. All staff who are not under the new appraisal system are appraised by their line manager as normal. Following the review, appraisers write a report with a recommendation in relation to outcomes and pay.

*Do you (Headteacher) undertake a grandparent review to ensure consistency?*

EH explained that he collects all the appraiser reports in and ensures that the targets are completed properly and to an appropriate standard. If not, he will question the appraiser. If he does not agree with the appraiser's recommendation, he will challenge it.

AW explained that 12 staff are participating in the appraisal trial which will be subject to an analysis of the successes and failures of the approach before considering whether to roll out further. It is a more resource intensive process but it is hoped staff will benefit from the continuous feedback about their practice.

*If, under the new system, staff are not appraised by their line managers, how do you ensure that any issues with regard to lack of progress are addressed?*

It was explained that there is a separate process that sits outside the new appraisal scheme. Line Managers will be involved to help address such issues and if staff do not respond to feedback and support, they will be subject to a capability process. Heads of Department will still be held accountable for results through SLT line management.

*Is it right that this is a different process so that a member of staff could have very positive appraisal outcomes but then find that they are subject to capability action due to poor performance in other aspects of their work?*

EH explained that the new appraisal system would stop for any member of staff in this position and the capability procedures would then become relevant.

*How do you ensure that both sets of staff participating in the new and older appraisal system have the same opportunities for pay progression?*

It was explained that students' results will still be analysed for all staff irrespective of which system they are on and any staff that do not meet their subject result outcomes will not be entitled to a pay uplift.

*How do staff evidence that improved questioning in class (for example) is working well?*

The new appraisal system is more focused on improving the quality of teaching and video clips have been created to show best practice in this area. The results will hopefully demonstrate that the practice, when used to best effect, is effective.

AW explained that he would be attending future meetings of this committee to update governors on the new appraisal process.

AW was thanked for his presentations and he left the meeting at 18.30.

**4.3 APPRAISALS (NON-TEACHING STAFF)**

This will be an item for the Spring Term meeting.

**4.4 STUDENT BEHAVIOUR**

EH talked through the behaviour reports which had been circulated, highlighting any trends or variances:

- The number of detentions for Autumn 1 is very high and most are given for lack of homework rather than poor behaviour.
- The number of fixed term exclusions is significantly higher than was the case at the same point last year. The poor behaviour of 13 students on a recent school trip had led to fixed term exclusions being awarded.
- There is a proposal from the Pastoral Support Team to change the detention sanctions to make them more responsive and effective. The proposal will be presented to the SLT at the next meeting. The implications to parents and carers of keeping students behind after school and how to communicate this will be considered before changing the system.
- Tutor groups are now in zones around the school which has been beneficial to Heads of Year in terms of monitoring students each day.
- The behaviour screen shot shared with governors demonstrates that the Headteacher can see behaviour across all sub groups of students and can deep dive into any of the spreadsheet cells to find out more information as required. This is the evidence that was requested at the FGB meeting that senior leaders do monitor behaviour across all sub-groups of students and all ethnicities, and not just the one's highlighted in the Headteacher's report.

*Who in school determines whether an incident is of a bullying nature or not?*

This is decided by the Pastoral Support Managers or Head of Department using agreed definitions that bullying needs to be persistent over a period of time. In Year 7 particularly the Head of Department has a key role in identifying any vulnerable students who can be supported by enrichment activities. The Penn Resilience Programme also supports this process. The data evidences the impact of the restorative practice work on these children.

*Do you reward 100% attendance and punctuality and an absence of behaviour points?*

EH explained that this did not happen as these are the expectations for all students.

#### 4.5 STUDENT ATTENDANCE

Governors noted the information in the attendance reports showing comparative attendance data over the last 3 years by year group, ethnicity, SEND, Gender, Pupil Premium, and English as an Additional Language.

Governors noted that

- the attendance trends are positive and most groups are on or above target.
- Persistent absence of PP students is higher than for non-PP students and initiatives are in place to address this as well as for Pakistani students to ensure their attendance is in line with others.
- Attendance figures at HGSS are above those of other non-selective schools in Bucks.
- Some students have high anxiety levels which makes it difficult for them to attend school. For those with extreme anxieties, the virtual school may be a better option for them.

### 5 PAY RECOMMENDATIONS AND DECISIONS

#### 5.1 TEACHING STAFF

EH talked through his confidential report as circulated at the meeting.

*How do we know a robust process has been followed?*

EH explained how the process works and the fact that targets set are of equal importance.

*What is the role of this committee with regard to pay?*

It was explained that the committee's role is defined by the Pay Policy .- to receive and consider pay recommendations from the Headteacher and to ensure that the process is open, transparent, fair and can be justified. Appeals are made to an Appeals panel of governors not involved in the initial decision (i.e. not members of the P&P committee).

Having heard from the Headteacher, governors felt that the process had been consistently applied and fair. Governors agreed to approve the Headteacher's recommendations with regard to teachers' pay as outlined in his report.

#### 5.2 HEADTEACHER

It was explained that the Performance Management Review Committee meet with an external adviser (currently Ralph Batten) to review the Headteacher's performance and make a recommendation regarding pay.

**ACTION:** This would be a matter for consideration at the next FGB meeting but in future would be referred to this committee.

## 6 STAFFING UPDATE

Governors noted the information in the staffing update and that there are adverts out for teachers for Science, Business Studies and Economics and Modern Foreign Languages. An ICT Technician and PHSCE teacher have both been appointed.

A governor commented that she had heard very positive feedback about the new careers adviser.

## 7 GOVERNOR CPD AND INDUCTION

LS reported that all but one governor has undertaken PREVENT training. The next scheduled whole governing board training session on 26 February 2020 will focus on safeguarding. Five governors have now completed exclusions training and LS is getting reports of further training undertaken, particularly by the new governors.

The Skills Matrix has been compiled and there are a couple of outstanding entries which LS will chase.

Mr Leftwich stated that he would undertake training re pupil exclusions.

LS

## 8 SAFEGUARDING UPDATE

CH updated governors about action in relation to the Safeguarding and Child Protection Improvement Plan 2019/20 as circulated prior to the meeting.

## 9 POLICY REVIEWS AND APPROVALS

The following policies were reviewed.

### 9.1 PAY POLICY AND APPENDICES

There is a small shortfall between the pay increase granted for teachers (2.75%), the 2% that the school budgeted for and the 0.75% pay grant received.

*Do you operate a job evaluation system for determining the range and grade of each post?*

LJ explained that there is no job evaluation process as such in place and she believed that to be common amongst other schools.

LJ agreed to establish if this was typical practise in other schools.

LJ

*The policy states that staff will be consulted when drawing up the pay policy and during each annual review of the policy, are they?*

It was explained that staff are not consulted annually about the policy but they are involved fully in the appraisal and pay process. Any staff who does not get a pay recommendation approved will be written to with the reasons for this outlined.

It was agreed to approve the Pay Policy subject to the amendments noted by LJ to clarify:

- the role of this committee in relation to pay matters, including the Headteacher's pay,
- the processes in place at HGSS for agreeing job roles and grades
- the processes by which staff are consulted about the Pay Policy and its subsequent reviews.

LJ

## 9.2 COMPLAINTS

Governors noted that the Complaints Policy (March 2019) had been revised following feedback from the school's solicitors. A new version was considered along with the highlighted changes.

Governors approved the revised version of the policy (dated November 2019). LJ agreed to inform staff of the changes.

## 9.3 ATTENDANCE

The Attendance Policy was reviewed and approved subject to the amendments noted at the meeting.

LJ

## 10 DATES OF FUTURE MEETINGS

The dates of future meetings will be held in accordance with the agreed schedule of meetings, the next one being 4 March 2020.

## 11 ANY OTHER BUSINESS

### 11.1 REVIEW OF GOVERNANCE

The process of addressing the issues raised as part of the last Review of Governance was discussed and it was agreed to look at one aspect relevant to this committee at each meeting going forwards.

P&amp;P Agenda

## 12 EVALUATION OF MEETING

Governors confirmed that the meeting was conducted in an open manner and that all governors were invited to participate and contribute to discussions. It was confirmed that all members of the Governing Body would have access to these minutes.

In terms of impact at this meeting, governors

- received updates of student behaviour and attendance as

**ACTION**

compared to previous years and within sub-groups of students.

- received information about, and questioned, the application of the pay policy in respect of pay recommendations by the Headteacher.
- approved pay recommendations from the Headteacher having been satisfied that the process followed was fair and consistently applied.
- received an update about the new appraisal process which is being trialled by a small number of teachers.
- received a report on CPD plans for staff for 2019-20.
- noted progress in relation to the Safeguarding Action Plan.
- approved policies to ensure compliance.

The meeting closed at 20.10

Signed ..... Date .....

CHAIRMAN