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CARE - THINK - INSPIRE - ACHIEVE

Headteacher: Clare Bladen BA (Hons) PGCE, NPQH

Subject to ratification at HPR1 20.10.16

**DRAFT MINUTES OF THE 3rd HUMAN AND PHYSICAL RESOURCES
COMMITTEE MEETING IN 2015/16
HELD AT SCHOOL ON WEDNESDAY 25th MAY 2016 AT 6pm**

Present: Ben Selby (chair) **BS**, Rachel Goode (vice chair) **RG**, Joey Potgeiter **JP**, Andrew Rolland **AR**, Clare Bladen (headteacher) **CB**,

In attendance: Ursula Irvine (clerk) **UI**, also Helen Kaufmann **HK** recently elected as parent governor to replace **AR** with effect from September 2016

Summary of actions – to be carried out by the next meeting, unless stated otherwise

SECTION 2

- (i) **CB** to try to ensure that evacuation drill takes place before the summer holiday.
- (ii) **CB** to send **RG** a proposed date for attending an SLT meeting.
- (iii) **CB** and **JP** to arrange for governors to attend a staff meeting and consider opportunities for an informal occasion involving staff that governors could join.
- (iv) **BS** to investigate funding opportunities further with the Friends and ASC surplus trustees, and with **CB** to ascertain the balances and spending criteria of the school's bank accounts.

SECTION 3

- (v) **RG** to do a note to all parents about opportunities for employees of local publishers to secure purchasing discounts for the school.
- (vi) **BS and CB** to look at the implications of the final Vision Statement, both for the SDIP and the budget.
- (viii) **UI** to provide in HPR1 agenda for an HPR member to be assigned to liaise with Lisa Penton to complete next year's SFVS form for submission in February, and for closer alignment of the budget and SDIP to be discussed.
- (viii) **BS** to ascertain how frequent audits of the school bank accounts are required to be.
- (ix) **CB** to check that there are no outstanding matters from the 2010 OCC audit.
- (x) **CB** to check with other Partnership schools what if any formal plans or arrangements they have in place with regard to disaster/business continuity planning and to check that all relevant data is backed up off site.

SECTION 4

- (xi) **JP** to finalise Well Being Policy taking into account input from staff, and present to FGB4 for approval;
- (xii) **JP and CB** will keep well being issues and the list of suggested improvements under review and will consider whether it would be helpful to enlist at least one more governor to form a working group focused on improvement of staff wellbeing.
- (xiii) **JP and CB** to give written feedback to staff and the data from the well being survey without the

written comments. Time then to be given for brief discussion during a staff meeting before the holidays, with a view to more time being spent during one of the September inset days discussing the issues and proposed actions going forward.

(xiv) , **RG** to write up a report of her research into the Investors in People Scheme and possible ways of using elements of the scheme informally as part of a drive to boost staff well-being.

(xv) **CB** to draw up job descriptions for the three office roles that are envisaged going forward and circulate to HPR for approval by the end of the summer term with a view to the new arrangements in the office being in place from September 2016.

SECTION 6

(xvi) **CB** to arrange for the parent survey to be issued shortly after half term along the lines agreed.

SECTION 7

(xvii) **CB** to arrange for a new electronic, automatically closing playground gate to be fitted, fitting the criteria agreed and for a member of staff, probably Matt Bird, to be stationed by the gate between 8.45 and 9am when it is likely to remain open to accommodate the flow of arrivals. **CB** to explain the rationale for these steps in the next newsletter.

(xviii) **CB** to ensure that risk assessments required under the recent H&S inspection are carried out.

(xix) **BS and CB** to ensure that all of the outstanding matters from the fire risk assessment appear on the capital spend wish list and to distinguish between requirements as opposed to recommendations in judging which to prioritise.

(xx) **CC** to liaise with Lisa Penton to carry out annual fire risk assessments going forward.

SECTION 8

(xxi) **BS** to take on responsibility for chasing OCC concerning replacement of stairwell windows.

(xxii) **BS and CB** to finalise prioritised capital expenditure list and time table for actioning this, and circulate to HPR for approval.

SECTION 9

(xxiii) **CB** to report to HPR1 the results of the safeguarding and security walk with the LA's designated officer.

SECTION 10

(xxiv) **HK** to take ownership of the policies matrix and related matters.

(xxv) **JP** to continue to work on the equality and accessibility policy.

SECTION 11

(xxvi) **RG** to produce next copy of governor news and to ask Tom Weller if he is able to help with governor photographs.

(xxvii) **BS and UI** to set proposed dates for HPR meetings during 2016.

1.0 Administration

- I. Apologies for absence – approved: Colin Cook **CC**
- II. The meeting was quorate.
- III. Any other urgent business not on the agenda to be covered in the meeting:
Two H&S related incidents were reported by CB, which are covered in Section 7 below.
- IV. Declaration of interests: none

2.0 Minutes from HPR 2 (2/3/16) and HPR Budget meeting (20/4/16)

- I. review of actions, save as covered by agenda items below:
 - (i) capital reserves: It was confirmed that there is no risk of claw back on the school's capital reserves.

- (ii) Critical incident drill: The lockdown drill has been done, the evacuation remains outstanding. It is more complicated to organize because it needs to tie in with availability of the community centre. Matt Bird is dealing. **CB** to try to ensure it takes place before the summer holidays.
- (iii) Fire risk assessment: There are still some outstanding recommendations, including the lockers and other matters which feature on the maintenance wish list. In finalizing this list, **CB** to check that all recommendations are included (see 8 below).
- (iv) RG's attendance at an SLT meeting: **CB** to send RG a proposed date.
- (v) Governor and Staff interaction: The opportunity for governors to attend a staff meeting has not yet been arranged – **JP and CB** to cover in their 1:1 meetings. Governors had not, in the end, been invited on the Take One Object visit, but consideration will be given of any other informal occasions which it would be possible for governors to join.
- (vi) Funds: **BS** had spoken briefly to the Friends and he confirmed that their position is that they do not want to be funding basics but rather adding value and funding extras. He will liaise with them further to explore what aspects, if any, of the school's wish list that cannot otherwise be afforded, they might consider funding or contributing too. **BS** will also explore the scope for the remaining ASC surplus to be put towards items/projects on the wish list. It was understood that there is around £13,000 remaining which needs to be spent consistently with the ASC's aims. It needs to be checked whether it is sufficient for the school to benefit or whether there also needs to be a direct benefit to the ASC's replacement organisation. Rebecca Huxley and Rev Clare Sykes were appointed by the trustees to oversee expenditure of the surplus funds. AR can provide further background information and contact details for the current parent ASC representative. In addition, **CB / BS** will liaise with Lisa Penton to ascertain the balances in the school's various other accounts and the criteria for using these funds.

II. The minutes were approved as accurate records of both meetings.

3.0 Finance: Budget and Financial Auditing

I. 2016-17 budget update and key issues:

The budget as submitted did not take into account anticipated but unknown income, such as contributions from parents to school trips, so whilst the sum for resources was significantly reduced to make the budget balance, in practice we expect the spend to be much higher, albeit still less by £6,000 than for last year when extra money was needed to implement the new curriculum. **CB** thought that this should be manageable.

However, with the LA grant up by just 1% and fewer pupils attracting pupil premium and SEN funding, the school's income is dropping in real terms and pressure on the budget will increase in coming years.

Ideally, the school should be looking at any ways that it can generate more income, for example by applying for educational grants. This is something that a business manager could do. So creating such a role could prove a sound investment, although of course this cannot be guaranteed. It was queried whether a more minor adjustment to duties of the office staff (which was agreed in the discussion recorded in section 5V below) could free up time for income generation projects or whether any parents could assist with this on a voluntary basis.

It was understood that (non governor) parents working for OUP’s Education Division or Pearson Publishers could secure 50% discounts for classroom purchases. **RG** will do a note to parents about this. The importance of supplementing class room budgets with income from the cake sales was also stressed.

It was also noted that whilst no extra money is available to fund the school vision, the vision needs to be taken into account when prioritizing within the budget going forwards. It was agreed that for HPR1 **BS and CB** will look at the implications of the final vision, both for the SDIP and the budget. Suggestions from the staff survey should also feed into this, although CB hoped that there were some creative, inexpensive solutions available in this respect too.

It was queried whether any specific planning or changes needed to be undertaken in relation to reductions in pupil premium and SEN funding. CB thought that this was not an immediate concern. To some extent there will simply be a reduction in extra therapies that are bought in. The number of TAs and how they are deployed is also likely to be affected.

- II. Parent Pay - current debtors/creditors figures: CB gave a verbal update. The current net balance was £909 owing. It was agreed that this was acceptable and everyone was happy that Jo Carr is on top of keeping debts under control. CB noted that there is one dinner money debt in excess of £600, but legal services have got a standing order in place with the parents to address this.
- III. Schools Financial Value Standard (SFVS) Form 2016 – issues arising:
- Timing and process for completion for 2017: – An HPR member will be tasked at HPR1 to liaise with Lisa Penton to complete it for submission in February **action: UI** to put onto HPR1 agenda
 - Closer alignment of budget with SDIP will be discussed at HPR1 **action: UI** to put onto HPR1 agenda.
 - Recent Audit of School bank accounts – this has been completed and everything was found to be in good order. The cost of the audit was £500, which the school would not wish to incur more often than necessary. **Action BS:** to check with Lisa Penton and/or Sue Bright what exactly is required in this respect.
 - Reference to any outstanding matters from OCC Audit of February 2010: This had been kept on the form from previous years and it was hoped that it was no longer relevant. **Action CB** to check the position with Lisa and report back to HPR1, hopefully to confirm that all/any outstanding issues have been resolved and that the reference could be removed from next year’s form.
 - Business continuity/disaster recovery plan: – CB thought that all pupil data is backed up off site by Integris. She understood that if the school building was out of use, it would be for OCC to sort out alternative arrangements. In practice, Partnership schools would no doubt rally round to help. It was agreed that CB would check with other partnership schools what if any formal plans or arrangements they have in place in this respect. Subject to this, there may be no need to do anything further, provided CB is certain that all relevant data is backed up. **Action CB**

4.0 HPR Governors

- I. School visits: No visit reports had been received prior to the meeting. JP had chased governors with responsibilities linked to the SDIP to ensure that they make their second visits and she will try to co-

ordinate the timing of these. HK will undertake a general visit in the Autumn term and will be allocated an area of special responsibility when these are reviewed and agreed for the next academic year.

- II. parent governor election: HK had been elected and will formally commence her term as governor in September 2016.

5.0 Staff

- I. CB gave a brief report on the following:

- recent appointments:

Jacob Smith has been recruited as a new KS2 teacher but it has not yet been decided whether he will teach year 3 or 4. This will depend on other, pending, decisions.

- further changes or developments:

The question of who will lead and mentor within KS2 was briefly touched on. Also, anticipated changes to SENCO provision and related matters including a possible change to the structure of the SLT. The Year 2 TA is leaving at half term and CB hoped to provide cover from the existing team of TAs, rather than making a new appointment.

- recruitment for September 2016

The recruitment process for a new deputy head is underway with interviews planned for 14th June. The timing is not ideal. It is possible that an appointment will be made for September, but October is more likely and it could be even later. The school is looking for a deputy head and KS2 teacher. It is envisaged that the appointee will need to teach Year 6, so unless there is a successful internal candidate for the deputy head role, the two high pressure responsibilities of teaching Year 6 and being deputy head will again need to be combined.

- II. Easter Exit Interviews: JP confirmed that these had been undertaken and the feedback discussed with CB.

- III. Staff Wellbeing Survey Results and workshop:

The new survey is an improvement on the old one and more teacher focused. Some of the questions deal with stress and others, general well being. There were 21 responses, significantly more than previously, and a workshop had been held for non-managers to discuss the results and also the new Well Being Policy. A date has now also been fixed for a session with the SLT to discuss both their own well being and feedback from the non-managers.

JP went through in detail some of the survey responses that cause concern and what steps should be taken to address these. Some responses referred to the impact of wider pressures such as government policy and others referred more specifically to the school. Worryingly, there was one reference to experience of discrimination by colleagues and pupils, two references to bullying, and four indications of uncertainty that if an incident of inappropriate behaviour was reported it would be dealt with appropriately, and also uncertainty as to whether issues should be raised and if so with who. Six responses referred to work related stress and three people said they had considered leaving the profession. Conditions in the staff room were highlighted and the lack of parking was referred to as causing stress.

JP noted that whilst the results had been discussed in the work shop, in order to protect the anonymity of the respondents, the print out of results that staff receive will not include the list of comments. Following the forthcoming SLT workshop, the new Well Being Policy will be amended to take into account input from both workshops and then put to FGB4 for approval and issued in final form. **Action JP**

The references to bullying and discrimination in responses were particularly worrying. It was agreed that it needs to be made very clear to staff that any such behaviour is unacceptable. Staff will be encouraged to speak up if they have any concerns in this respect and the options/channels will be explained. In addition, there is already an action list arising from the first workshop of ways of alleviating some of the concerns and problems experienced. **JP and CB** will keep these issues under review and will consider whether it would be helpful to enlist at least one more governor to form a working group focussed on improvement of staff wellbeing.

With regard to the issue of TA’s remuneration, CB said that she was sympathetic to the concerns raised but there is simply no additional money available in the budget to improve this.

RG highlighted some positive responses from the survey and it was noted that the survey results do include many positive responses and these were welcomed. For example high numbers of staff said that the following statements were Trues: “I am able to influence my future career development” and “I am encouraged to use my professional judgement”.

Due to time constraints during the meeting it was not possible to highlight any other survey responses. However, JP has requested that, to give a balanced view (and to reflect the full survey results that were circulated prior to the meeting , it should be noted in the minutes that a high number of staff said the following statements were True: "I feel able to raise with those who manage me any concerns I may have about the demands made of me at work" and "I feel that my performance management targets are achievable" and "I have a positive working relationship with colleagues" and "I can approach those who manage my work" and "Colleagues share information with me that is relevant to my work" and "The role expected of me at work has been clearly communicated to me" and "I understand my day-to-day work priorities" and "I understand my longer-term work priorities" and "My role is understood by other colleagues within team(s) of which I am a member". High members of staff said the following statements were Untrue: "I feel under pressure to take on unwanted teaching and learning responsibilities" and "I feel under pressure to undertake on administrative duties that fall outside the scope of my teaching responsibilities

It was agreed that given the limited amount of time available before the summer holidays, following the SLT workshop, **JP and CB** will work on a written communication to staff providing feedback and the data from the survey without the written comments. AOB time will be given to this during a staff meeting before the holidays with a view then to time being spent during one of the September inset days discussing the issues and proposed actions further, to set the tone for the year ahead. **Action JP and CB**. The key is to stress that the school acknowledges the concerns that have been raised and wants to do what it can to tackle these. It won't be possible to solve everything, but there is a will to be supportive and to improve things so far as possible.

IV. Investors in People:

RG had researched into this after it was raised within the complaint by parents concerning staff turnover. The school's award from 2008 has now lapsed. Since then the scheme has evolved. There are tailored programmes for different types of organisation, including schools. Essentially, it involves an audit of current practices for eg with regard to personal and professional development and communication etc. A specialist visits the organisation and interviews staff as well as conducting a desk based review. A detailed report is then produced containing recommendations and benchmarking and there are three grades of award. Ofsted endorse the scheme, and some primary schools do participate. There are clearly lots of positives but a considerable investment of time and money is involved – 3 months, involving the time and input of a number of staff, and either £6,000 or £4,800 for a streamlined review. A number of governors felt that there would be value in participating in the scheme. However, particularly given the current budgetary pressures it was agreed that for the time being the school should focus on addressing those issues relating to staff wellbeing that have already been identified (for example arising from the staff survey results) and those where tangible improvements can be achieved. Otherwise, the school will to some extent be paying for advice about issues that are already well known, rather than directing the money towards actually tackling them. It was suggested that there may be some value in looking at the reports prepared for other comparable schools and getting an understanding of how the benchmarking works. The school, might in the first instance, carry out its own analysis along similar lines. The possibility of participating in the scheme in the future will be kept under review and in the first instance, RG will write up a report of her findings and possible ways of using elements of the scheme informally as part of a drive to boost staff well-being. **Action RG**

V. Proposed school business manager role

There was a detailed discussion about the potential benefits, costs and alternatives to creating such a role. It was acknowledged that this was not simply a question of prioritising admin support over other needs, since the aim is to free up CB to focus on matters relating to teaching and strategy. It was also noted that hitherto there had been no increase in admin provision to reflect the very significant increase in size of the school over recent years. Sue Bright had advised that the school could afford a spend of up to £10,000 more on staffing each year for three years and still deliver a balanced budget. This is not sufficient to fund a business manager role in addition to existing office staffing, and although the possibility was mooted of appointing someone perhaps on a part time, temporary basis with a remit to secure sufficient additional funding for the school to finance their post, this was not felt to be viable. In particular, on this basis it would be difficult for the appointee to take on much of the business management duties that are the main purpose of the post. Various scenarios were discussed. It was recognised that this issue has been under consideration for a long period of time and it would be best at this point to make and implement a decision rather than delaying for further research and consideration.

It was agreed that, subject to CB taking further advice from HR and discussing further with the employees in question, the best way forward would be to (i) enhance the existing senior office role to some degree, albeit within its current grade, potentially with a linked increase in hours and/or pay; and (ii) take from that post the most basic admin work, such as invoicing, passing these on to a newly created, part time (suggested 15 hours/week) junior admin role. This should enable the senior

employee to take over some activities currently undertaken by CB. The new, junior admin role would be on a trial, fixed term contract basis in the first instance. For the time being, at least, the aim would be for limited change and the additional duties would need to be suited to the employee currently in post. This scenario would not involve creating a new and significantly different role and then considering who would be the best suited person to fill it (although that is something that could happen in the future). CB will draw up job descriptions for the three office roles that are envisaged and circulate to HPR for approval by the end of the summer term with a view to the new arrangements in the office being in place from September 2016. **Action CB**

6.0 Parent Survey

It was agreed that the same survey will be used as last year. It will be issued shortly after half term. It will go out on line but with paper copies as a fall back option and each parent/carer in a family will be encouraged to respond. The same company will be used to analyse the results – they are paid a set sum of £360 per year for their services. **Action CB**

7.0 Health and Safety

I. CB reported two recent incidents:

(i) A Year 1 child had got her foot stuck in some of the playground equipment and had been attended by both the fire brigade who cut her free and an ambulance which administered gas and air for pain relief. Wicksted will check over the equipment but it is thought that this was just an unfortunate accident and that the equipment is not inherently unsafe.

(ii) A nursery child had got back into the playground from the nursery class room during school drop off, when the playground gates were still open. The incident, concerns relating to it and possible further precautionary security steps that might be taken had been summarized in the letter from the child's parents following their meeting with CB. This letter was circulated prior to the meeting and the issues were discussed in detail.

It was noted that drop off is a very hectic time of day, the downstairs corridor gets very congested and the stable door leading to the early years' classrooms is by necessity open most of the time given the flow of people arriving and leaving. It can also be difficult for staff manning the school entrance door to distinguish between a child who is meant to be in school and a younger sibling going home after drop off, who may even attend nursery in the afternoon rather than morning. So the fact that a child has come back out into the playground may not automatically be recognized as a problem. Thus, whilst the incident was extremely worrying, it could be understood how it had occurred. Moreover, even if the current internal stable door and the external school gate are made more secure, the flow of people at the start of the day is likely to mean that they will be open anyway. Such measures may therefore reduce the risk but not remove it.

CB reported that the other door into nursery is already being kept closed. It was agreed that a new electronic, automatically closing gate will be prioritized within the capital expenditure budget. This will have a timer switch so can be unlocked at the start and end of school, but will be locked the rest of the time, such that the office staff will need to buzz visitors in at other times (which they are happy to do). In addition, CB will arrange for a member of staff, probably Matt Bird, to be stationed by the gate

between 8.45 and 9am when it is likely to remain open to accommodate the flow of arrivals. CB will explain the rationale for these steps in the next newsletter. **Action CB**

- II. Health and Safety inspection on 23 May 2016: a written report is awaited. CB mentioned the need to undertake risk assessments for staff using tipex and children ringing the school bell. **Action CB**
- III. Annual fire risk assessment:
CB provided JP and BS with a list of matters outstanding from the last assessment, most of which have a financial cost. There is a need to establish which of these are requirements as opposed to recommendations, judgements can then be made as to what to prioritise and how to fit these matters into the wider capital spend list. **Action BS and CB**

CC and Lisa Penton will undertake an annual fire risk assessment going forward. **Action CC**

8.0 Buildings, Maintenance

- I. Stairwell window: BS to take over responsibility for chasing OCC on this. AR to provide contact details and past correspondence. The school's position is that best efforts have been made to repair the windows but without success, they are over 100 years old and really need to be replaced, which expense should fall to OCC. AR believed that OCC accept this, but given their budgetary pressures will not regard this as a priority – hence the need to continue lobbying them.
- II. Prioritised capital project list:
Agreement on priorities: BS and CB will finalise the prioritised wish list and agree the timetable for implementing this which will be circulated to HPR members for approval. The importance was noted of ensuring that the prioritised spending is actually implemented. Approximately £16,000 capital should be available. **Action CB and BS**

The wish list is to take into account all fire assessment recommendations, the new security arrangements discussed during the meeting,, all H&S requirements and recommendations, other maintenance needs and desirables, and well being and comfort projects for the benefit of staff, in particular suggestions from the staff survey.

As noted above, BS and CB will also further investigate other possible sources of funds for particular projects.

9.0 Security

- I. Since the last meeting, the main school gate and car park have been locked when the school is not in use.
- II. The recent incident involving the child returning to the playground after being dropped off in the nursery classroom and the concern that they could then have left the school premises, prompted the decision at this meeting, reported under section 7 above, to replace the school gate with one that will be more secure.
- III. The Local Authority's designated officer is booked for a safeguarding and security walk around the school site on 9th June. CB will report the results to HPR1. **action CB**

10. Policies

HK kindly agreed to take ownership of the policies matrix going forward. She will notify the relevant committee and FGB chairs of what policies need reviewing and when; update the matrix when particular policies have been reviewed and updated and liaise with the office staff with regard to filing of signed, updated hard copies of policies and ensuring that the latest versions of policies appear on the website and are used in practice. **Action HK.** The chairs will decide who will deal with each particular review. It was noted that sometimes this will be simpler than others. Also that, in practice, CB has only limited time for dealing with policies herself.

JP will continue to work on the equality and accessibility plan. **Action JP**

The teachers' pay policy was flagged as requiring its annual review in time for approval at FGB1.

11.0 A.O.B.

Next Issue of the Governor Newsletter to cover:

- School Vision
- What the school is spending money on and anything it needs help with.
- Some positive news from the year.
- Key issues covered in recent governor meetings.

Action RG

It was queried whether better use could be made of the professional knowledge and skills of parents. This will be considered as and when specific needs arise. It was suggested that researching and applying for educational grants/funding for projects may be something that a parent could assist with. **RG** said that she would ask Tom Weller if he would be willing to do the governor photographs.

12.0 Date and time of next meeting:

HPR1 and further meetings for 2016/17: to be confirmed **action BS/UI**

Appendix 1

Papers for this meeting

1. HPR 2 draft minutes from 2/3/16
2. HPR Budget meeting minutes 20/4/16
3. Budget update report
4. SFVS Form submitted April 2016
5. Audit of school bank accounts
6. Staff Wellbeing Survey results
7. Business Manager proposed role
8. Prioritised capital project list maintenance list
9. Proposed schedule of other policies for review and approval
10. Letter to CB concerning security issues