

The Governing Body of Steeton Primary School
Meeting of Wednesday 10 May 2023

MINUTES

The meeting opened at 6.09pm

Attendance	
Governors John Cooper – Executive Headteacher (EHT) Stefan Mills Adam O’Neill Claire Redman – Deputy Headteacher (DHT) Emma Wainwright (Chair) Sue West	Others Helen Osman (Clerk) Apologies Adam Longden

Documents		
A. Head of School report to Governors May 2023	Item 89/22	<i>Tabled at meeting</i>
B. Attendance report	Item 90/22	<i>Issued 09-02-2023</i>
C. Roles and responsibilities matrix	Item 92/22	<i>Issued with agenda</i>
D. SEN Update	Item 94/22	<i>Issued with agenda</i>
E. Report of LA Teaching and Learning Review	Item 98/22	<i>Issued with agenda</i>
F. Proposed staffing structure 2023-24	Item 99/22	<i>Issued 09-02-2023</i>
G. CFR report 2023-24	Item 100/22	<i>Issued with agenda</i>
H. 2023-24 Budget Dashboard	Item 100/22	<i>Issued with agenda</i>
I. 2023-24 Income and Expenditure report	Item 100/22	<i>Issued with agenda</i>

Summary of Actions			
Action No.	Action	Person	Deadline
18/21	HoS to provide to Steff Mills the details of the Ways of Working flowchart on the school website; Steff Mills to make recommendations on the best way to enable users to view the detail behind each element of the flowchart. [<i>Action amended FGB 10-05-2023</i>]	C Redman S Mills	31-07-2023
21/21	EHT to provide to the next LG/QE meeting a summary of support provided to Year 6 cohort throughout their time at Steeton.	J Cooper	21-07-2022
62/22	Governors to attend school monitoring events in the Summer term; school to provide the dates.	All	Summer 2023
81/22 (i)	Chair to review governor training to ensure all have undertaken the training and development appropriate to their statutory and other roles.	E Wainwright	30-04-2023
81/22 (ii)	EHT to provide to members of the Resources Committee details of the NGA training on financial governance.	J Cooper	30-04-2023
98/22	Chair to write to staff to congratulate them on the outcome of the LA review of the school.	E Wainwright	12-05-2023
99/22	HoS to arrange for Primary T to remove old links to the school website/staffing list from search engines.	C Redman	31-05-2023
101/22 (i)	Chair to contact Amjid Ahmed about the role of Co-opted Governor	E Wainwright	31-05-2023
101/22 (ii)	Chair to send contact details for potential new governor to the Clerk	E Wainwright	31-05-2023

85/22 Apologies for absence and their acceptance

1. Apologies had been received, and were accepted, from Adam Longden.

86/22 Notification of other urgent business and requests to vary the agenda order

2. The Governing Body agreed to consider under Item 89/22 a request from an ice cream seller to operate a van in the school carpark.

87/22 Declarations of interest in items on this agenda

3. The GB agreed that, if it judged that discussion of the status of the Head at Item 92/22 presented any conflict of interest, the Head of School would withdraw. There were no other declarations of interest in items on the agenda for this meeting.

88/22 Minutes of meeting of 22 March 2023 and matters arising

- ***The minutes were agreed as a true record of the meeting***

Update on actions arising from previous minutes

Action	Action	Status
18/21	<i>EHT to explore scope for the website version of the Ways of Working diagram to enable the user to see the content of each element by hovering over it with their cursor. [Deadline amended at FGB 02-11-2022]</i> Steff Mills, whose background was in IT, said that hovering over elements with a cursor to their content might not be the best solution now that most people interacted with websites on mobile devices that did not require the use of a mouse. He offered to review the Ways of Working diagram and make recommendations.	Amended action
21/21	<i>EHT to provide to the next LG/QE meeting a summary of support provided to Year 6 cohort throughout their time at Steeton.</i> Action not yet due.	Ongoing
04/22	<i>Emma Wainwright to return completed Annual Declaration of Pecuniary Interest form to the school.</i> <i>School to provide hard copy via child courier.</i> Completed.	Closed
50/22	<i>EHT to amend reference to “Cllr Duffy” on page 12 of the Governance, Conduct & School Information policy Handbook to read “Emma Wainwright”.</i> Completed.	Closed
53/22	<i>All governors to review their contacts to identify potential Co-opted Governors.</i> See Item 101/22 below.	Closed
62/22	<i>Governors to attend school monitoring events in the Summer term; school to provide the dates.</i> Action not yet due.	Ongoing
73/22	<i>EHT to prepare for the Resources Committee meeting on 26 April 2023 a proposal for the HoS to become substantive Headteacher and for cover arrangements in case of her long term absence for the days not worked by the DHT.</i> See Item 92/22 below.	Closed
81/22 (i)	<i>Chair to review governor training to ensure all have undertaken the training and development appropriate to their statutory and other roles.</i> To be completed.	Ongoing

81/22 (i)	<i>EHT to provide to members of the Resources Committee details of the NGA training on financial governance.</i>	Ongoing
	To be completed.	
82/22	<i>Chair and previous Chair to attend meeting with LA Teaching & Learning Review team at 2.15pm on Wednesday 29 March 2023.</i>	Closed
	See Item 98/22 below.	

Standing and other reports to the Governing Body

89/22 Head of School's report – Document A

and (items taken together)

90/22 Report on Persistent Absence – Document B

4. The Head of School (HoS) informed governors that the operator of an ice cream van had asked for permission to park in the staff carpark at the end of each school day and had offered to pay the school £20 per week. She had taken the views of a number of parents, who had said that they would not object but would prefer the van not to be present every day.
5. Governors considered that the request was analogous to other lettings of the school premises. However, they were concerned about:
 - the safety implications for pupils in an area that was already congested at the end of the school day;
 - the likelihood of annoying local residents through further congestion;
 - the possibility that parents would, in the longer term, find that the presence of the van led to pressure from their children to buy ice-creams; and
 - the impact on the sales of sweets and ice pops by the school itself, which was an important element of developing the entrepreneurial skills of pupils.
6. For these reasons, the Governing Body agreed that the HoS should decline the request.
7. The HoS reported that in-year pupil admissions continued to fluctuate. The school had recently welcomed two new pupils who were new to English: they spoke Malayam. Older children who spoke Malayam were inducting these children and supporting them and staff with translation.
8. As reported to the Resources Committee, 45 pupils were expected to join Reception in September 2023. The school had revised its welcoming letter and the HoS and EYFS leader had personally delivered the letter to all families who had not listed Steeton as their first choice of school. **Asked** how these families had responded, the HoS said that some had signed the acceptance letter on the spot: the others had been invited to a session in school in the week following this meeting. **Replying to questions**, the HoS said that these families were not concentrated in any specific location: for example, several were from Silsden and some from Keighley. One family had a child with special needs and would visit the school to establish whether it had the facilities to accommodate the child's needs. Governors were pleased by the high number of pupils due to join in September 2023, which suggested that the school's reputation was improving, and thanked the Head and her team for their work to promote the school, including through targeted home visits.
9. The HoS drew governors' attention to the data in her report on persistent absence. The school continued to work with individual pupils and their families to improve attendance as governors had discussed in detail with the Inclusion and Welfare Officer (IWO). Governors discussed the merits and otherwise of sending half termly letters to the families of children with 100% attendance in the half term. Though some had reservations about the principle of rewarding children for doing what they should, they agreed that a letter home was not disproportionate.
10. Referring to the data in her report on staff absences, the HoS said that 47 of the 74 days of staff absence had been due to the current industrial action that the unions were taking in relation to national pay

negotiations. The school had introduced Return To Work interviews following periods of absence but had not yet had to implement them because no member of staff had yet hit the threshold.

11. **Asked** about the latest information available on further industrial action by teachers, a governor who was a teacher in another school said that the NUS planned further action in July and that the unions planned to ballot their members again for a mandate to take further industrial action in the autumn term.
12. **Asked** about the impact of industrial action on pupil outcomes, the HoS said that the four days of action, together with the three Bank Holidays in May 2023, meant that children had missed about a week of curriculum learning. Staff were supporting pupils to catch up so far as capacity allowed: the low number of support staff that the school could afford limited this capacity significantly. Teachers adapted their lessons to take account of the missed learning. Governors noted that the school had ensured that, so far as possible, Years 2 and 6 had been protected from the impact of industrial action to minimise disruption in the lead-up to the SATs.
13. The LA Teaching and Learning review would be discussed at Item 98/22: the HoS had been particularly pleased that the LA team had found *behaviour* in school to be exemplary. As discussed with Link Governors, Steeton aimed to become a trauma-informed school. The IWO had recently completed her training as a Senior Mental Health Leader and was re-designing the behaviour policy as a positive behaviour and relationships policy, to be launched in the Autumn term.
14. The HoS said that Steeton was working with Myrtle Park on Designated *Safeguarding* Leader (DSL) training, with Myrtle Park bearing the cost.
15. The HoS highlighted the issue raised in the box on page 2 of her report. Most of the school's current after-school clubs focused on fitness activities and were led by the *PE teacher*, who also taught PE in the afternoons and accompanied pupils on trips to participate in sporting tournaments. This was not sustainable, because the trips for tournaments often clashed with his teaching duties and the after-school clubs. **Replying to questions**, the HoS confirmed that parents were reimbursed of after-school clubs had to be cancelled for this reason, but that the cancellations were, nevertheless, inconvenient for them. Moreover, priority had to be given to PE teaching. School leaders were working to identify a solution.
16. On *Quality of Education*, the HoS highlighted the following points:
 - All teachers had been observed in January as part of the Performance Management cycle and all had received individual feedback. AS reported to the Resources Committee, there were no staff who gave cause for concern: the school was fortunate to have a highly skilled and capable staff.
 - Four days of training had been provided on EYFS Fundamentals for Inclusion.
 - Training for EYFS staff in Read Write Inc for non-verbal children was having a clear impact: some children who had been unable even to make eye contact were now at Age Related Expectation (ARE).
 - All staff had purchased new books for their class libraries.
17. Governors noted that the school had received further *complaints about parking and congestion* at the end of the school day. The HoS had e-mailed Bradford Council, who had previously agreed to take action, on 22 March 2023, but had as yet received no response. Governors suggested that the HoS contact the manager of the officer concerned and stood ready to support her in escalating the matter further as necessary.

91/22 Report from Resources Committee meeting of 26 April 2023

18. Sue west said that she had chaired this meeting in the absence of Steff Mills. Much of the meeting had focused on the staffing structure and opening budget for 2023-24, both of which the Committee recommended to the GB for approval at Items 99/22 and 100/22 on the agenda for this meeting. The Committee had also discussed the issue of the status of the Head, which would be discussed at Item 92/22.
19. The Committee had taken an update on current building works:
 - Bradford Council had agreed to re-do the work to Room 4 over the summer break at its own cost, following the unsatisfactory work previously undertaken.

- The dining room had been redecorated and new furniture was awaited.
 - The Committee had agreed that the library – which was no longer required now that class libraries had been established – should be redeveloped as a corporate space that could be used to host training and for other schools. Sue West described the work to be done and said that, subject to confirmation that it confirmed with rules on financial propriety, the school planned to use the School Fund to pay for the work. The HoS added that the Site Manager had taken down the back fence and was turning it into a long worktop for the space. Parking would be provided in the back playground and catering provided from the school kitchen.
20. The Committee had noted that staff mid-year Performance Management reviews had been held and had all been positive. The HoS had commented on the work of Miss Akram on, among other things, the celebration assemblies – Sue West had attended several such assemblies and could attest to their inspirational nature.
21. The Committee had thanked the HoS and her team for taking the time to visit parents who had not listed Steeton as their first choice of school. **Replying to questions**, the HoS confirmed that Reception staff would carry out home visits in July 2023 to the families whose children were due to join Reception in September 2023.
22. The Committee had approved the Accessibility Plan.

92/22 Report from Federation Working Group meeting of 18 April 2023 – Document C

23. Sue West, the Governing Body's representative on the Federation Working Group (FWG), said that work on development of the federation proposals had progressed well but now needed LA input, which had been delayed by separate discussions with Bradford Council's Assistant Director for Schools (BC/ADS) and PACT HR¹ on the status of the Heads in light of the reduction in the hours of the EHT. The LA appeared to believe that the Governing Bodies of the three schools had not thought through the federation proposals or the Heads' status before making decisions – perhaps because they had declined to receive the appropriate documentation from the EHT prior to meeting him, which they had done without inviting governors from any of the schools. Unhelpfully, LA and PACT HR views were not fully aligned.
24. On the specific issue of the status of the Heads, the EHT said that, following the decisions of the three GBs that the Heads should be Headteachers as opposed to Heads of School, in line with one of the options presented by PACT HR, Myrtle Park had put through the necessary paperwork. On receipt of that paperwork, the LA had said that the decision to replace the Head of School position with a Headteacher position required consultation with the LA – it was not sufficient that the decision had been made on the advice of the LA's traded HR service. Much discussion and correspondence had ensued, and the EHT was due to meet the three Chairs of Governors collectively on 16 May to take instruction on how they wished to proceed.
25. Although they were happening at the same time, the FWG drew a clear distinction between the question of the status of the Heads at present and the leadership structure for the proposed federation. The former related to:
- ensuring that lines of responsibility and accountability for the schools were clear in light of the reduction in the hours of the EHT from 01 May 2023; and
 - securing permanent leadership for Myrtle Park and Steeton.

The status of the Heads was thus an immediate concern for the schools to be resolved by the Chairs as a matter of urgency, whereas the leadership structure of the federation was a matter for determination in the context of the wider federation proposals.

¹ PACT HR – Bradford Council's traded HR support service

26. On the immediate question of the status of the Heads in light of the reduction in the hours of the EHT, the Head of PACT HR had revised the earlier PACT HR advice to say that Heads of School could in fact be responsible and accountable for the safeguarding and health and safety in their schools when the EHT was not working, provided that this was clearly defined in their roles and responsibilities. The EHT thought that Chairs might agree to this, leaving the question of the leadership structure of the federation open for the moment. He had agreed with PACT HR the matrix of roles and responsibilities set out in the agenda paper (Document C) and would welcome the comments or approval of the GB.
- **The Governing Body unanimously approved** the roles and responsibilities of the EHT and Head of School as set out in the agenda paper.
27. As governors were aware, the Heads of School at Steeton and Myrtle Park were both on temporary contracts and the GBs needed to put in place permanent leadership. The issue was most pressing for Myrtle Park because they currently did not employ their Head of School, who was on secondment from Steeton. Steeton, in contrast, did employ the Head of School, albeit on temporary promotion. The temporary contracts of both Heads would lapse at the end of the school year. To secure the leadership of both schools, and subject to confirmation of the advice from Head/PACT HR that Heads of School could be responsible and accountable for safeguarding and health and safety when the EHT was not working, the EHT recommended that permanent Heads of School be appointed.
28. As far as Myrtle Park was concerned, the Head of PACT/HR saw no difficulty, now that the LA had been informed, with proceeding with a light touch recruitment for a Head of School. The EHT anticipated that Head/PACT HR would write to Myrtle Park shortly confirming this, and recruitment was due to start in the week following this meeting. The EHT was ensuring that both BC/ADS and PACT HR were kept fully informed of all steps being taken.
29. For Steeton, the EHT understood that PACT HR and the LA were likely to agree that, because the HoS was already employed by the school and doing the job of HoS, she could be confirmed as the permanent HoS without need for recruitment. If the acting HoS were confirmed as substantive HoS, a substantive appointment would also need to be made to the DHT position. Bearing in mind that the AHT was already acting up into the DHT role, the EHT thought it likely that PACT HR would say that the post could be advertised internally. Again, he would take PACT HR advice – including on whether LA representation was required at any interviews for the DHT post – and keep BC/ADS informed.
30. BC/ADS wished to meet the EHT next week following his meeting with the Chairs on 16 May 2023. **Replying to questions**, he said that BC/ADS had indicated that this meeting would focus on the Heads issue rather than on federation. Nevertheless, in case discussion strayed onto federation, he had instructed the Clerk to send the latest version of the Federation Discussion Document to BC/ADS, the School Governor Service and the school's LA Achievement Partner this week so that they could be assured of the clear, structured and fully documented approach that the GBs, through the Federation Working Group, were taking toward the development of the federation proposals. The document would answer some of the questions BC/ADS had raised at his previous meeting with her, such as why the GBs wanted to federate and what was the point of having an EHT who only worked three days per week.
31. Once the immediate issue of securing permanent leadership for Steeton and Myrtle Park had been resolved, the leadership structure of the federation would be reviewed by the FWG. The Governing Bodies had previously agreed, for numerous reasons that had been recorded in the minutes of their meetings, that the structure should consist of an EHT and Headteachers (as opposed to Heads of School). This would need to be reviewed in light of discussions with the LA but determined, ultimately, by the Governing Bodies.
32. **Asked** what was at the root of the LA's concerns in relation to federation, the EHT said that he had asked that question: BC/ADS had said that she had no thoughts on the matter. Her concern appeared to be that, if the federation leadership structure consisted of three Headteachers and an EHT, and if the schools decided that they did not need an EHT, then the EHT would be redundant and the LA would have to pay the costs of redundancy. Governors were puzzled – this did not appear to be any different to the current, non-federated arrangements. The Resources Committee had been disappointed to hear that BC/ADS had advised the EHT that governors would be personally (as opposed to corporately) liable for costs – according to the NGA and the Clerk this was incorrect.

33. The EHT explained that, in light of the delay caused by discussions with the LA about the immediate leadership issues facing the school, and in line with the agreement of the GBs that the process of federation should be focused on doing it right rather than doing it immediately, the FWG would recommend that the target date for launch of the federation be moved from 01 January to 01 April 2024.
34. The EHT was ensuring that lines were cleared with both BC/ADS and Head/PACT HR on all matters to do with the leadership of the schools. Governors thanked the EHT for the hard work he was putting into working with the LA to secure the right outcomes for the schools and recognised that these discussions must be stressful. The Chair and the school's representative on the Federation Working Group stood ready to support the EHT in discussions with the LA as required.

93/22 Termly report from Named Governor for Safeguarding

35. The Named Governor for Safeguarding apologised, and the GB understood, that personal concerns had prevented him from meeting the Head as planned, though he had talked to her in the playground on most days. He would arrange a visit as soon as possible.
36. **Replying to questions**, the HoS said that there were no issues that needed to be brought to governors' attention.

94/22 Update on SEND – Document D

37. Sue West, Named Governor for SEND (NG/SEND) was pleased that the recent external review of the school by the Local Authority had commented positively on the school's inclusivity and Quality First Teaching² practice. Governors agreed that it was pleasing that the reviewers had recognised the exciting work that the school was doing. The Chair had written to the SENCo on behalf of the GB to thank her for her work following NG/SEND's report to the previous GB meeting – the EHT said that her message had been very well received by the SENCo.
38. NG/SEND reported that the school had established counselling support for a member of staff. This support had been provided at a reduced rate by the company that provided counselling support for pupils and had had a positive impact.
39. NG/SEND said that she and the SENCo planned to undertake a Pupil Voice session on 20 June 2023 and would ask the specialist teacher who supported SEND children to suggest questions that they might usefully ask.

95/22 Note any safeguarding incidents since the previous meeting

40. None reported.

96/22 Report on Chair's actions and correspondence

41. None reported.

97/22 Report on Governors' visits, training and development

42. Governors had met the LA officers who had conducted the external review of the school (see Item 98/22) and attended Parents' Evenings.
43. Adam O'Neill had booked training on Safer Recruitment.

² Quality First Teaching - The features of 'Quality first teaching' as exemplified by the Primary National Strategy (PNS), which shows how robust assessment of children's learning secures progression in phonic work and how literacy is developed across the curriculum from the Foundation Stage onwards.

44. Governors congratulated the school on an excellent report from the LA team. The report provided reassuring external validation for leaders and governors of the impact of the school's approach in all areas. Governors welcomed the inclusion of points that the school could work on to improve further: that made the report useful as well as reassuring.
45. The Head of School (HoS) said that the school had been prepared for the LA team to dig deeper than they had done. Having learned from the experience of Sandy Lane, who had found that the review team had not known about some tools used by the school (eg LBQ³), staff had been primed not to make assumptions and to make sure that they explained things clearly.
46. **Asked** what she thought the outcome would be if Ofsted visited the school now, the HoS said that she thought it would be judged Good. The EHT reminded governors that the Self Evaluation Form (SEF) rated the school as strongly Good and EYFS as Outstanding: the LA team had agreed with the SEF judgements and indicated that the school was more than Good. They had commented that the curriculum was excellent. The Chair said that, when she and Sue West had asked the lead reviewer how he thought Ofsted would judge the school, he had indicated that it would depend on the inspector and what they found on the day. Governors agreed that, as previously discussed, the focus needed to be on providing a truly excellent education for all Steeton's children rather than on securing an Outstanding judgement. It was difficult to see how the curriculum could be improved further, and they hoped to see the impact reflected in improving pupil outcomes over the coming years.
47. The HoS said that she had been particularly pleased by the reference in the report to "a real love of reading that oozes through school" – the school had worked hard to achieve this and it was heartening that the reviewers had recognised it so clearly.
48. Governors discussed the impact of SATs on the morale of staff and children. KS2 pupils had sat the Reading paper on the day of this meeting, which had taken one hour to assess the effectiveness of seven years of work. The same would be true of the other papers. Seven-year olds would sit papers in examination conditions. Children who were New to English would sit a paper of fifty English grammar questions and no account would be taken of the fact that they had learned to speak, read and write in English. Despite all that staff did to cultivate a love of learning, the SATs almost seemed designed to dim the light of children.
49. A governor who visited the school weekly said that her conversations with staff suggested that the experience of the LA review had given them greater confidence about the anticipated Ofsted inspection. They had mentioned the need not to be over-modest: the HoS agreed that this was an issue: whereas in the past staff had been concerned out how they and their class would be judged, now their concern was more about letting down the team. They knew that the school and the staff team were great, but were concerned about how to show that effectively. The school had developed a script to help staff to explain effectively the strengths in their areas of work.
50. Governors were pleased that the environment that the school had created had been clearly reflected in the report. The HoS said that Magic Mondays had been mentioned. The school remained disappointed that the scheduling of Ofsted inspection meant that the inspection would not be undertaken on a Monday, so the Ofsted inspectors would not have the opportunity to see Magic Mondays in operation. She had discussed this with the lead LA reviewer, who had said that there would be a strong case to ask the Ofsted team to look at Magic Mondays despite not being able to see them in operation.

³ LBQ – Learning by Questions: a classroom app with curriculum-aligned question sets, immediate feedback, automatic marking and instant insight to enable targeting of interventions.

51. The Chair said that she would send a note to staff to congratulate and thank them for the outcome of the LA review.

Action: Chair

a) Governor understanding of non-core curriculum and its delivery

52. The GB agreed that, although governors had a good understanding of the teaching and learning of Reading and Writing and Maths through GB and Link Governor meetings, it would be helpful to develop a greater understanding of curriculum delivery and outcomes in other subjects, such as geography, history, music, PE (including for less physically able pupils) etc. Governors expressed reluctance to ask staff to stay behind after the end of the school day to attend GB meetings. The HoS said that this should not be a concern: staff would greatly welcome the opportunity to come and talk to governors about their subjects. On this basis, the GB agreed as follows:

- Each Governing Body meeting should start with a 15-minute session on the curriculum intent, delivery and impact of a non-core subject, led by the subject monitor. The aim of these sessions would be to enable governors to understand the key aspects of curriculum delivery, how to understand whether pupils were making progress and how teaching and learning was adapted to be inclusive.
- This would start from the next meeting, with a session on Geography.
- Once the dates for FGB meetings in 2023-24 had been determined, the HoS would propose which subjects would be taken at which meeting.

99/22 Approve staffing structure for 2023-24 – Document F

53. The HoS said that, as discussed with the Resources Committee, the Specialist Leader in Education (SLE), who was also the Leader of Early Years, had been relieved of class teaching duties to enable her to focus on strategic leadership of Early Years, Phonics and Team Teaching, as well as her work with Bradford Birth to Nineteen and the Literacy Hub and development of the provision of support to other schools. The school had budgeted for this to continue in 2023-24. The cost of taking the SLE out of the classroom would be more than covered by the income that she generated. This arrangement provided greater flexibility for the SLE to provide this support and was better for her health and wellbeing.
54. The EHT added that both Myrtle Park and Sandy Lane had budgeted £2k for the support that the SLE provided to their schools. There was already evidence that the arrangement would prove effective: the SLE had recently taken on a contract for eight days of work for another school. The work had been commissioned directly by the school concerned, rather than through Bradford Birth to Nineteen or the Literacy Hub, and the new arrangement had enabled the SLE to take the work on immediately, without having to consider how to fit it around classroom duties.
55. The staffing structure therefore included an Assistant Headteacher (AHT) position as Director of Early Years and Training. The cost difference was approximately £100 per year, which had been budgeted, and would be fixed term in line with all appointments at present in light of budget constraints.
56. The EHT said that he and the HoS had discussed the future-proofing of the staffing structure, including the new AHT role. Other staff needed to be developed as part of a succession plan for the eventual departure of the SLE. The school needed to have the capacity to take up any opportunities that might arise, for example to take on the leadership of the Literacy Hub if Burley Woodhead ceased to lead it.
57. Governors agreed that this development of the role of the SLE and the school's associated succession and development planning were an excellent way to maximise the benefit to pupils of the school's first class staff and an example of strong leadership. They noted the additional benefit to the morale of all staff from this demonstration that the school provide opportunities for career development: the HoS agreed and said that the impact on morale was already visible.

58. The HoS said that one of the school's Teaching Assistants had applied successfully to start teacher training. Governors offered their congratulations, although she would be a loss to the school – they hoped that she might undertake one of her placements at Steeton.
- **The Governing Body unanimously approved** the staffing structure for 2023-24 as set out in the agenda paper.
59. A governor noted that a search on Google for the Steeton staff list took the user to an old version of the list. This appeared to be an old link: a governor with a background in IT said that the school's IT provider could arrange for the old link to be removed from search engines. The HoS would look into the matter.

Action: HoS

100/22 Approve opening budget for 2023-24 and three-year budget forecast – Documents G to I

60. The HoS said that the resources Committee had examined the proposed budget in detail. It had been prepared with the Bursar and had used the HCSS⁴ software and followed the guidance issued by Bradford Council's School Funding Team (BC/SFT). The proposed budget would lead to a reduction in the school's deficit to £37k in 2023-24 and then to a surplus in 2024-25, as required by BC/SFT. The EHT, HoS and Bursar were confident that the budget would hold as long as there were no shocks in the costs of staffing (eg long term sickness) and energy costs halved as BC/SFT had said that they would.
61. Governors were pleased that, despite the pressures on funding, the school had been able to make provision of £30k in the budget for curriculum development: this was a key priority and provided a better balance between IT and non-IT learning resources. The Resources Committee had noted that the budget included a number of elements of contingency that provided reassurance that the budget would hold; if some of those contingencies were not needed they could be used to provide further resources of direct benefit to pupils.
- **The Governing Body unanimously approved** the opening budget for 2023-24 and three-year budget forecast as set out in the agenda paper.
62. The EHT said that he had received an e-mail from BC/SFT indicating that the school owed BC £94k arising from cash adjustments at the bank. BC/SFT had indicated that the school would not be required to pay back the full sum in a single year. The EHT would work with the Bursar and Business Administrator to develop a plan to pay the sum back at £5k per month, for consideration by the Resources Committee.
63. Governors expressed their gratitude for the pragmatic and realistic approach taken by the Head of BC/SFT to the management of the deficit and considered that this reflected the strong relationship that school leaders had built with him. They thanked the EHT, HoS, Bursar and Business Administrator for their work on the budget.
64. Sue West said that she had recently attended the Effective Financial Governance course to refresh and update her knowledge. She had been interested and reassured to find that she had been able to tick off all the suggestions made on the course for effective financial governance as being in place at Steeton.

Governing Body business

101/22 Review Governor vacancies

65. Governors noted that the GB continued to have vacancies for three co-opted Governors. Amjid Ahmed had not yet been able to attend a meeting and governors wondered whether, as a Town Councillor and an active businessman with many responsibilities, he had time to undertake the role of governor at present. The GB agreed that he would bring a valuable perspective to its work and that the Chair should contact him to see whether he wished to join the GB now or whether he would prefer to defer doing so until he had more time.

⁴ HCSS - financial planning software for schools produced by HCSS Education, part of the Access Group, and used by Bradford Council.

Action: Chair

66. The Chair said that Katy Walshaw, parent of a child in Year 1 had expressed interest in becoming a governor. Her background was in the teaching of PE at secondary level and she was passionate about PE. The Chair had sent sample GB papers to her and explained the commitment. The HoS said that Katy Walshaw had spoken to her about the role and had seemed enthusiastic about it. The GB agreed that, if she confirmed her willingness to serve on the GB, she should be invited to the next meeting. The Chair would send contact details to the Clerk so that papers could be sent to her.

Action: Chair

103/22 Confirm governor preferences for meetings in next school year

67. Governors agreed that, in 2023-24:
- FGB meetings should be moved from Wednesdays to Tuesdays at 6.00pm;
 - the Resources Committee should continue to meet virtually at 1.5pm on Wednesdays;
 - the frequency and pattern of meetings should follow those of 2022-23;
 - a schedule of meetings should be prepared as if there were no plans to federate: as and when federation occurred, the schedule would be revised as necessary.

Closing items

103/22 Urgent other business referred from Item 86/22 above

68. There was no other business.

104/22 Date of Next meeting

69. The next meeting would be held at 6.00pm on **Wednesday 12 July 2023. In person.**

105/21 Closure of meeting

70. **The meeting closed at 8.11pm.**

Helen Osan Governance Services
Supporting excellent governance in Bradford