

Weald Of Kent Grammar School
Non-Confidential Minutes of the Full Trustee Board
20th February 2024 at 6pm
Sevenoaks and virtual



Trustees Present	Richard Booth – HT): Chris Eades (Chair) – CE James Hill – JH Toby Fountain – TF Andrew	Liz Kinnersley - LK William Varley – WV Victoria Tomalin – VT Robin Jones -RJ Alessia (virtual)
Apologies	Kim Jiskoot - KJ	James Hill – JH
Absent	None	
In attendance	Karen Marr - Clerk	TEP Clerk

Item	Main discussions and agreed actions	Action by	
PROCEDURAL			
1	Welcome, Apologies and Quorum		
	The chair welcomed the trustees. The new trustees introduced themselves and the board was advised that three prospective trustees were going through on boarding checks. The meeting was quorate.		
2	Declarations of interest		
	There were no new declarations of interest, governors were reminded to update their interests on GovernorHub.		
3	Minutes of the last meetings – FTB 11th December 2023/EFTB 21st December 2023		
	Non-confidential and confidential minutes from the 11 th December 2023 and non-confidential minutes 21 st December 2023 FTB were approved subject to the 11 th December 2023 section 8 wording change from “only” to “best” re receipt of PP.		
Actions Log			
12.07.22			
Name	Item	Action	By when
Chair	3.3	Review Articles of Association	Hold for now
24.08.23			
Name	Item	Action	By when
HT	4	Benchmarking of non-contact time	Completed
TF	4	Income generation working party	Ongoing
07.11.23			
Name	Item	Action	By when
Trustees	2	Undertake governance of safeguarding training and upload certificate to GovHub	New trustees
HT	4	Send Exclusions training link to trustees	Circulated
Clerk	5/3	SEND report to next FGB	This meeting
11.12.23			
Name	Item	Action	By when
RJ	5/1	Arrange monitoring schedule for QofE Committee	Ongoing
Clerk	5/2	Provide update on new trustees onboarding	Complete
Chair	5/3	Review trustee monitoring form	Ongoing
LK/JH	8	Next safeguarding monitoring to have an attendance focus	Term 4
4	Board Structure		
	Ofsted training for trustees had been arranged as agreed on 29 th February 4-6pm at Tonbridge and online. There will be a recap of the framework, discussion about trustee responsibilities, example of Ofsted questions to trustees, overview of the pre-visit phone		

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	<p>call and key items discussed.</p> <p>The Ofsted visit would be encouraged whilst the current framework is in use. Trustee question: How much notice was given? A: A half day, the call was between 10am and 12noon and the inspectors were in the next day.</p> <p>RB had met with the head of TWGS following their recent inspection.</p> <p>External Review of Governance was ongoing, the chairs 360 had been completed and was being reviewed. The consultant will attend a future meeting.</p> <p>Succession planning CE advised the board that he would be unable to continue in the role of chair in the next academic year but would remain as a trustee. Trustees were encouraged to consider the role of chair and see CE and RB for further discussion.</p> <p>Trustee recruitment continued with the potential to recruit to the chair.</p> <p>Term of Office (ToO) LK ToO was due to end on 24th May 2024, the trustees co-opted LK for a further four-year term.</p>	
Governance		
5	Legal Update	
	Postponed to next meeting	Clerk
6	School Updates	
	<p>Shared Use The school had been talking to KCC regarding options for a 6th form building, during these discussions it was noted that certain shared used documents had not been signed off – as per the shared meeting papers (Sevenoaks folder) it was suggested that WoK take responsibility for the patio area and that the Boys Grammar School take responsibility for the bin store area. The documents needed to be signed off by all three schools and a legal review of the documents was recommended before the sign off.</p> <p>Trustees agreed that the documents be reviewed by a solicitor.</p> <p>Trustee question: Was the potential 6th form building to service known demand or to create demand? A: Both, RB explained for the new trustees the recent decision to move the 6th form provision to Tonbridge and plans to improve the Sevenoaks provision as this would be the only selective 6th form in Sevenoaks.</p> <p>KCC had asked if WoK could accommodate and additional form of entry and this had been agreed for Sevenoaks. It was noted that the Boys Grammar was currently only to year 9 and so would be at year 11 in two years.</p> <p>Trustee question: Will the PAN be increased before the build? A: The PAN was not going to be increased but the school could exceed its PAN for Sept 2024.</p> <p><i>Trustees covered point 7 (Finance) on the agenda before returning to this point.</i></p> <p>Collaboration – see confidential minutes.</p> <p><i>Trustees covered point 8 (SEND) on the agenda before returning to this point.</i></p> <p>Survey: The Ofsted survey stated that 75% of parents would recommend the school and a recent year 9 survey resulted in this % increasing to 89%.</p> <p>There was disappointment with the student survey outcomes, and this was being unpicked, it was felt that there was a group of year 11 students that were very negative.</p> <p>There was more positivity with focus groups. Work was ongoing regarding relationships with form tutors. A trustee reported that face to face conversations with students were more positive. Trustee question: Was this as a result of group pressure? A: It did not feel as such and the Ofsted survey backed this up.</p> <p>The delivery of the survey, take up and message was discussed. Trustees questioned whether students knew why the survey was so important and did they feel it made a difference. SLT planned to feed back to the students with a “you said / we did” approach.</p>	
7	Finance	
	The report had been received from the school resource advisor and this had been shared	

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	<p>with the EFSA.</p> <p>An in-year deficit was expected of £390k, teaching staff costs was at 72.3%, recommended that this should be 60%. The teachers at WoK teach less (66%) than at other similar schools (78-80%). The cost of the TLR's were at the top end of benchmarking. Heads of year were highly regarded and had been duplicated on each site as an outcome of the Ofsted inspection. RB advised trustees that non-contact time was a key issue. The recommendation was a gradual move, 71% average teaching time was considered to be needed to eliminate the deficit, this equated to 8 full time staff. To get to 78% average teaching time a further 10 full time staff would need to be lost. A proposal would be put to staff in the next week, the plan was to increase everyone by one period a fortnight. This would mean that teachers were teaching 43/50, heads of department 32/50 and others 38 or 39 / 50. HoD's were given additional time to move between the campuses. The next part of the solution was to move to a faculty structure with 6 heads of faculty rather than 15 heads of department. This was subject to further discussion. Trustees discussed how the benchmarking information that was available had limitations due to the detail. Trustee question was the terminology, eg non-contact time, understood by the staff? A: Yes, it was in common usage. Trustees agreed that it was important to emphasise the benchmarking information in discussion with staff.</p> <p>Trustee question: Would the move to a faculty model be in addition to positions currently held? A: moving to this model reduces the savings that could be made but would be an overall better model. Where possible savings will be achieved through natural wastage. Staffing in different areas was discussed by trustees including the impact of the latest pay increase.</p> <p>The growth fund of £200k received from KCC in the past was time bound. There had been a slight fall in student numbers.</p> <p>Trustee question: Increasing the HoD periods from 32 to 36 would seem difficult to manage? A: Agreed, removing the two periods for site movement may need to be reconsidered. The roles that HoF's will take from HoD's needed to be made clear. It was proposed that the HoF role will be appointed on the leadership scale at a point above a TLR1 but below an Assistant Head, they would be expected to undertake duties and assemblies and have a whole school responsibility, thus supporting the SLT which had reduced in number over the last year. RB felt that this structure could support the growth of future leaders. It was felt that the reduced contact time and additional pay would encourage staff to apply for the HoF roles.</p> <p>Trustee question: Why is it 6 HoF's? A: This was based on the lesson numbers across both sites. Trustee question: Were there any alternatives to reduce the deficit? A: With staffing at 91% of the budget there was very little other costs to play with, reduction in staffing also affects future years. Support staff levels were ok according to benchmarking and would not want to reduce these as teachers would not take on the support roles. Trustees agreed that it was not practical and did not fit with the school culture to further increase class sizes or narrow the curriculum.</p> <p>Trustee question: What was the timeframe? A: Decisions were needed by Easter if natural wastage were to be sufficient. Trustees discussed difficulties in recruitment in some areas.</p> <p>Trustees agreed that the deficit reduction plan should be actioned.</p> <p>Point C in the discussion document relating to changes in the school week would be discussed at a later date.</p>	
8	SEND	
	SEND review: LK attended an SLT meeting where the SEND review was discussed. The reviewer had spent a day going into lessons with a SEND focus. 37% of students had SEND at some point during their time at the school. There were no set criteria for SEND, the	

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	<p>school worked out its own criteria. Approx 271 students were in the monitoring category – this was a large number, many of whom had social, emotional, and mental health needs (SEMH). Mental health support workers and school nurses helped fill the gap left by local support eg CAMHS. The report found that the teachers were not articulating where the SEND students were supported and there was a need to look at the use of resources. The report highlighted the affect of absenteeism and the challenge of getting students back into school and into the classroom and overcoming the barriers to accessing their learning. Trustees were reminded that teaching that was good for students with SEND was good for all learners. There were some examples of good practice and some areas in need of improvement. The report suggested that changes since September had not been impactful. Provision mapping had not been followed up but there were plans in place to address this. It was agreed that changes were needed with provision mapping, quality first teaching and improving SEND leadership.</p> <p>Trustees discussed whether students with SEND were accessing extra-curricular activities, there were plans to extend the availability of activities and trustees agreed that this needed to attract a broad range of students including those who may be more introverted.</p> <p>ACTION: Tracking of attendance at extra-curricular activities of vulnerable students to be brought to the next FTB.</p> <p>Trustees were assured that SLT were proactively looking at the report outcomes and that there were plans for SENCo’s to follow this up by observation and feedback. Capacity was being considered as well as administration support.</p> <p>Trustees acknowledged the good points in the report eg consistency amongst TA’s.</p>	RB
9	Safeguarding	
	No specific discussion	
10	Policies	
	<ul style="list-style-type: none"> • Exclusions and Suspensions, this was in line with DfE guidance released and included additional guidance on vulnerable students. APPROVED • Examinations, this policy aligned with other policies and was governed by the examination boards. APPROVED • Admissions Policy (+ consultation feedback), The increase in the number of PP students on the admission criteria to 40 students was an important principle for the school. 6th form procedure had been brought into the policy for the 2025 intake. Trustees discussed the criteria and understood that individual cases were considered on appeal. APPROVED • CCTV Policy – not included in papers, defer to next meeting. • Pay Policy (from LMC) – to be considered by LMC at March 24 meeting. • Online Safety Policy – trustees requested consistency through the policy re DSL/Deputy DSL – agreed that this would be changed to “The DSL” for accountability. APPROVED subject to the agreed change. <p>Trustee question: were any changes needed to the Acceptable Use Policy following the recent cyber incident? A: No substantive changes, the incident was not due to monitoring and the password policy was strong (15 characters). Trustees were reassured with the knowledge that the IT support currently provided by a 2-day per week consultant was moving to a 5-day week in house post.</p>	
Other		
11	AOB	
	<p>The Head Teacher’s Performance Management was carried out and the objectives agreed will be shared with trustees.</p> <p>Trustees agreed that the lettings of the school should be managed by Vivify, the cost for this was 30% of the lettings after costs were applied. The 12-month contract was APPROVED with a 6-month break clause.</p>	LK
12	Confidentiality	

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	School structure discussion	
13	Next meeting date	
	6pm 23 April 2024 (Tonbridge) 6pm 11 June 2024 (Sevenoaks) 6pm 16 July 2024 (Tonbridge)	
	The meeting closed at 21:30	

Actions Log
12.07.2./02

Name	Item	Action	By when
Chair	3.3	Review Articles of Association	Hold for now

Actions Log 24.08.23

Name	Item	Action	By when
TF	4	Income generation working party	

Actions Log 07.11.23

Name	Item	Action	By when
Trustees	2	Undertake governance of safeguarding training and upload certificate to GovHub	New trustees

Actions Log 11.12.23

Name	Item	Action	By when
RJ	5/1	Arrange monitoring schedule for QofE Committee	Ongoing
Chair	5/3	Review trustee monitoring form	Ongoing
LK/JH	8	Next safeguarding monitoring to have an attendance focus	Term 4

Actions Log 20.02.24

Name	Item	Action	By when
Clerk	5/1	Legal update on next agenda	Term 4
RB	8/1	Tracking of attendance at extra-curricular activities of vulnerable students	Term 4
LK	11	HTPM objectives shared with trustees.	asap