

**Minutes of the Full Governing Body meeting held on  
Thursday 8 December 2022**

**Present:**

Mr C Lamb, Headteacher  
Mrs A Williams, Vice Chair of Governors  
Mr G Jones-Owen – Chair of Governors  
Mr N Churcher  
Mr P Collard  
Ms M Thomas  
Mr A Yilmaz  
Mr D Willett  
Mr R Cathline  
Dr H Lovell  
Ms J Foxley  
Mr R Cathline  
Mrs E Underwood

**In attendance:**

Mrs L Culora, School Business Manager  
Ms J McCall, Deputy Headteacher  
Mr D Wragg, Assistant Headteacher

**Apologies:**

Mrs H Ashley-Fraser  
Ms M Jeffrey  
Mrs T Holloway  
Ms S Field (Clerk)  
Mr M Pieri, Assistant Headteacher  
Dr V Currie, Assistant Headteacher  
Ms N Faverjon, Assistant Headteacher  
Mr S Purrier, Deputy Headteacher

**Absent**

Rev'd Dr S Griffiths

**1. Welcome, apologies for absence and declarations of interest**

1.1 Those present were welcomed to the meeting.

1.2 Apologies for absence were received from Mrs H Ashley-Fraser, Ms M Jeffrey, Mrs T Holloway, Mr M Pieri, Dr V Currie, Ms N Faverjon and Mr S Purrier, which were accepted by the governing body.

1.2 There were no declarations of interest made.

**2. Approval of minutes of the meeting held on 22 September 2022 and matters arising not covered on the agenda**

2.1 The minutes were reviewed and approved for accuracy.

2.2 An update was provided for each of the actions from the last meeting, as follows:

Item	Update
1	Add Standards and Achievement Committee and the Stakeholder Committee terms of reference to the next Full GB agenda - <i>complete</i>
2	Confirm back to Ms Field that they have read and understood the Trustees Code of Conduct – <i>ongoing and trustees reminded to respond if they had not done so</i>
3	Circulate training calendar to trustees - <i>complete</i>

4	Read KCSIE and to confirm to Ms Field once this had been actioned – <i>ongoing and trustees reminded to respond if they had not done so</i>
5	Add a trustees slot to parents evening – <i>complete</i>

### 3. Committee Updates

#### 3.1 Admissions Committee

3.1.1 Mrs Williams (Committee Chair) summarised the points covered in the meeting on 13 October 2022:

- New Year 7 students for September 2023.
- Discussed current marketing/advertising of the School.
- Noted that the 6-7 transition meetings had been successful.
- Discussed Sixth Form admission changes and the entry of girls to the Sixth Form.
- Discussion regarding the promotion of the school to ensure full student numbers in Year 7 and 12

**ACTION – All draft minutes, once signed off by the Committee Chair would be circulated to all trustees and SLT for information.**

3.2 Mr Collard (Committee Chair) summarised the points covered in the meeting on 24 November 2022:

- Reviewed school position with regard to cyber security with an update on progress of actions from the September meeting. Trustees noted that the school had received an independent audit (internal scrutiny carried out by SBB Limited). Mr Collard also advised that the school's ICT Apprentice, Mr Clare, was currently working on a post graduate degree covering cyber security and that his report would be shared in January 2023. The trustees were informed that following the last meeting, Mr Collard had reviewed the Cyber Board Toolkit and is satisfied that governors are questioning the school sufficiently with regard to cyber security and that the appropriate measures are in place.
- The SDP focus was recruitment and retention, where Mrs Culora provided an update regarding the current challenges facing recruitment in schools and the measures the school were taking in trying to stimulate more interest in vacancies and, the development of better relationships with agencies and how the school was able to continue to retain staff. The areas of focus were staff development, review of workload, support for ECTs, an increase in SLT support during the school day, external CPD and the development of the Mental Health and Wellbeing policy.
- The committee continued to monitor income and expenditure.
- Numerous policies had been reviewed and Mr Churcher was appointed as H&S Governor, a role which he is developing with Mrs Culora to ensure rigorous monitoring of school processes and policies.

3.3 Mr Jones-Owen (Committee Chair) summarised the points covered in the meeting on 10 November 2022:

- Two Wellbeing Ambassadors (WAs) attended the meeting to explain their role, how they were selected and what training they had received. The trustees were informed that the WAs were a “floating support” for younger students and that they provided peer support.
- Lefki Lloyd-Hughes, Chair of FEGS, attended the meeting and explained that fundraising had been very difficult during Covid and that she was stepping down as Chair to allow a new committee to be formed to drive FEGs forward this year and beyond. It was noted that a relaunch event would be arranged for January/February 2023.
- Recruitment challenges were discussed and the committee were aware of the national problem.
- SDP priority update and discussion was Pillar 4; Quality of Education.
- Focus on Year 11 – RAP report shared with trustees which SLT used to support identified boys in “red zone”. The report detailed academic and pastoral interventions.
- Wellbeing Update – the committee received an update from Mr Purrier outlining the work to date on implementing trauma informed practice and the wellbeing service for students.
- Suspension data and exclusion numbers had been discussed.
- Attendance data across all year groups was discussed and it was noted that Mr Purrier is currently working to improve attendance and develop the school’s Attendance Policy.

3.4 Mr Cathline (Committee Chair) summarised the points covered in the Standard’s & Achievement Committee meeting on 1 December 2022:

- Reviewed performance data for Key Stages 3, 4 and 5 (Year 9,10,11 & 13), reasons for underperformance and strategies for improvement.
- Reviewed performance data for identified groups where improvement is needed to narrow the gap (PP/SEND/BCRB).
- The PP strategy had been reviewed for last year and discussed with the revised report due at the end of December 2022.
- SDP/action plans were reviewed with revisions being made before recirculating to trustees.
- Draft Home Learning and Marking/Feedback policies were discussed and agreed, with the drafts being set to staff for feedback. It was noted that this was a good step forward in terms of raising academic success.
- Increased communication with the families of the black Caribbean boys in Year 11 was taking place including the creation of a WhatsApp group.

- First week of trial exams – very positive.

#### **4. Committee Terms of Reference Update**

- 4.1 Mr Jones-Owen explained that due to the level of content and data of the current Standards and Achievement Committee, it had been agreed by the Committee Chairs that the terms of reference for the Admissions Committee would be reviewed to include attendance and behaviour.
- 4.2 Mr Jones-Owen commented that EDI will be monitored by the Stakeholders Committee.
- 4.3 Mr Jones-Owen commented that school term dates and a review of timings of the school day would be discussed at the Full GB meetings.

**ACTION: Mr Jones-Owen to review and amend ToRs as required to reflect new responsibilities.**

#### **5. Chair's Update**

- 5.1 Mr Jones-Owen explained that he had received resignations from the following trustees:
- Mrs Jeffrey (with effect from the end of the autumn term).
  - Mrs Thomas – who has now been elected as a Foundation Trustee
  - Mr Bowe - Staff trustee
  - Mrs Hannah Ashley-Fraser – who has now been elected as a Member.
- 5.2 Mr Jones-Owen informed the trustees that elections for staff trustees and parent trustees would take place in January 2023.
- 5.3 Mrs Culora advised that the auditors had informed her that the ESFA preference is for school's not to have staff trustees due to conflicts of interest but that this was only guidance at present.
- ACTION: Mr Jones-Owen to confirm all appointment and resignation dates to Mrs Culora and Mrs Field.**
- 5.4 Mr Jones-Owen reminded trustees that a skills audit would be taken place in the spring term and that this was an annual requirement.
- 5.5 Mr Jones-Owen reminded the trustees of some general "housekeeping" and that the following needed to be completed if not already done:
- Confirmations for reading KCSIE (statutory)
  - Approvals to FGB Terms of Reference
  - Approval and agreement of Governors Code of Conduct
  - Declaration of Business Interests Form
  - CP training online module (to be completed by January 2023)
- 5.6 The revised trustees' meeting calendar was circulated to trustees together the current committee membership list.

- 5.7 Mr Jones-Owen reminded trustees of the importance of training and explained that all trustees would be required to attend relevant training half termly, depending on the committees that they were members of and that Ms Field would be sharing training opportunities with trustees.

Mr Jones-Owen asked that trustees speak to Ms Field regarding the training available and to notify her if there were any issues logging on to The Key/Governor Hub, NGA etc.

**ACTION: Ms Field to provide training course details to trustees.**

**ACTION: Trustees to inform Ms Field if they are not able to access the various platforms for trustees e.g. The Key**

## **6 Headteacher's Executive Update**

### **6.1 School Rebuilding Project**

- 6.1.1 Mr Lamb provided an update with regard to the School Rebuilding Programme and that the feasibility stage was nearing completion with a lot of surveys now complete. Mr Lamb explained that whilst a single site school was looking unlikely, the DfE were looking at the option of having KS3 (and possibly) KS4 at lower. Mr Lamb explained that following the site surveys, and associated works, the DfE would put forward three proposals, which would then be reviewed with the school to determine the best option.

- 6.1.2 Mr Jones-Owen asked about the potential impact on students' learning during the building work and Mr Lamb explained that the priority of the DfE was to minimise disruption to learning and that this would be fully considered and monitored throughout the process.

### **6.2 Staffing**

- 6.2.1 Mr Lamb confirmed that a new Head of Music had been appointed and that she would be joining the school after Easter.

- 6.2.2 Mr Lamb informed trustees that staff absence had been challenging this term with an increase in respiratory illnesses since pandemic. The trustees noted that the impact on the school when absence is high is significant and that daily supply teachers are not very effective in general. A trustee asked what the absence rate was and Mrs Culora agreed that she would provide this data.

**ACTION: Mrs Culora to provide staff absence rate to trustees.**

- 6.2.3 Mr Collard commented that the SLT seemed to carry out a lot of duties (at lunchtime/break time etc.) and that this seemed like an expensive resources. Mr Lamb and Mrs Foxley commented that this was usual practice in all schools.

### **6.3 Open Evening**

- 6.3.1 Mr Lamb reported that the open evenings had been successful and that he had received positive feedback from staff and visitors.

6.3.2 It was noted that the sixth form open evening was improved this year with branding and that subjects were in classrooms as opposed to the sports hall, which seemed to work well.

6.3.3 Mrs Williams, who attended the open evening, commented that there was a very good atmosphere at the lower school and that footfall seemed higher than last year. Mr Collard agreed that the evening was very positive and Mrs Underwood commented that the staff were excellent and very engaging.

## **6.5 SDP**

6.5.1 Mr Lamb informed trustees that SLT had been working on Pillar 4 - Quality of Education with the formation of Marking/Feedback and Home-Learning Policies. Mr Lamb also commented that SLT were mindful of staff workload when making decisions and that they were working collaboratively with staff to improve workload.

6.5.2 Mr Lamb informed trustees that 48 members of staff had completed the behaviour audit and that there was a lack of consistency in their responses as to how they deal with the behaviour of students. Mr Lamb provided an example whereby some staff will allow students to wear hats in class whilst others do not. Mr Cathline responded that there shouldn't be a room where it is so cold that students need to wear hats.

6.5.3 Mr Cathline asked if there was confusion regarding the implementation of TIPS and Mr Lamb agreed that some staff are not confident in challenging behaviour whilst applying the principles of TIPS.

6.5.4 Mrs Williams asked if a full consultation was taking place regarding the Behaviour Policy and Mr Lamb confirmed that all stakeholders would be consulted and that this would be reviewed by the Admissions and Behaviour Committee.

6.5.5 Mr Lamb informed trustees that Hannah Hall would be carrying out a behaviour audit of unstructured time. A trustee asked if the visit will build on the last report and Mr Lamb confirmed that she would be.

6.5.6 Mr Cathline asked what the timetable was for the Behaviour Policy review and Mr Lamb advised that the staff and student surveys had been completed and that the parent survey would be sent out in the spring term.

**ACTION: Ms S Field to add Behaviour Consultation on next Full GB agenda.**

6.5.7 Mr Lamb informed trustees that the school's data and assessment was being reviewed to ensure that staff understand what they're reporting and to ensure that the data is meaningful.

## **6.8 Suspensions**

6.8.1 Mr Lamb informed trustees that a Year 8 student had reached 5 days suspension in one term and that due to this level being reached, the parents have a right of review (in line with the DfE Exclusions Guidance). Parents have right of review. Threshold met. Year 8 student.

6.8.2 Mr Cathline suggested that a review of the suspensions could be carried out by a trustee to save time should the parent seek a review. Mrs Culora commented that if a trustee carries out this review, they could not then review the suspensions formally as they would not be independent.

## **7. Budget**

7.1 Mrs Culora provided an overview of the budget position (having circulated this prior to the meeting) and reminded trustees that changes since the last budget were highlighted in red/green to show increases/decreases.

7.2 Mr Collard commented that there was a significant increase in expenditure in Year 2 due to the rising energy costs and staffing costs.

7.3 Mr Yilmaz asked if the projected income reflected current student numbers and Mrs Culora confirmed that it did with an increase in some years as this was expected. Mr Jones-Owen pointed out that it was really important for the school to reach its PAN in Year 7 each year as the cumulative loss of income is significant.

7.4 Mrs Thomas asked if the staffing figures reflected the NI reduction and Mrs Culora advised that she would double check this and confirm.

**ACTION: Mrs Culora to confirm if staffing figures reflect reduction in NI contribution.**

7.6 The trustees noted the following increases/decreases in income for 2022/23:

- Pension grant – up by £32,000
- Bank interest – from £250 to £1,000
- FECS – from £5,000 to £2,000

7.7 The trustees noted the following main increases/decreases in expenditure for 2022/23:

- Teaching staff– from £4,650,479 to £4,609,284
- Supply staff – from £75,000 to £85,000
- Administrative staff – from £317,096 to £388,810
- Educational staff – from £1,088,011 to £979,556
- Site staff- from £174,949 to £201,087
- Electricity – from £200,000 to £160,000

7.8 Mr Collard asked why the staffing costs had changed significantly since the last report and Mrs Culora advised that a Careers Advisor was not appointed for the 22/23 academic year and that the solution for this was to use a careers service. Mrs Culora also explained that the dates for vacant roles had been adjusted to reflect where staff had not yet been recruited and that a member of site staff and support staff were allocated to wrong cost centre. It was also noted that the figures included the split of the School Business Manager role as this had previously been put on hold due to the projected deficit in the summer (as a result of the energy price crisis).

7.9 Mr Cathline asked if the school had received any further updates regarding the support for energy costs and Mrs Culora advised that she was waiting for the energy broker to provide more information regarding the cost of energy in the longer term. Mrs Culora advised that the broker had informed her that they expect the electricity costs to be £90,000 less than the contracted price, hence the reduction in the electricity budget from £250,000 to £160,000. Mrs Culora commented that she would be contacting the

broker after the Christmas break to discuss the renewal of the gas contract, which would be due for renewal in May 2023.

- 7.10 Mr Lamb commented on the healthy financial position of the school and that many schools in the borough were in a deficit, receiving financial assistance from the LA.
- 7.11 It was suggested that the floodlights on the 3G pitch could be considered as a capital project and another trustee suggested that the fence along Little Park Gardens could be replaced.

## **8. Annual Accounts and Management Letter**

- 8.1 Mr Collard, Chair of Resources and Management Committee, referenced the annual accounts and management letter report that had been circulated ahead of the meeting and provided an overview of the accounts, summarising the information contained in the management letter report as this was the most accessible format for trustees.
- 8.2 Mr Collard informed trustees that on page 7 of the management letter, the school's unrestricted and restricted funds were outlined and it was noted that for 21/22 all of the school's restricted funds had been spent (8,133,098) and that unrestricted income was £503,713 with an expenditure of £168,588 resulting in an in year surplus of £335,125 with the unrestricted carry forward therefore £1,309,376
- 8.3 Mrs Culora informed trustees that the of the accounts showed the rig fenced funds of the 3G sink fund (£160,866) and an allocation of funds for the school rebuild (£300,000) as a significant amount would need to be funded by the school in order to purchase furniture for classrooms/offices and for any required equipment above the DfE standard. Mrs Culora advised that when this amount is deducted from the unrestricted carry forward, the reserves balance is £848,510.
- 8.4 Mr Collard informed trustees that the pension fund valuation had changed and that the actuarial gain was £2,488,000 as shown in the accounts.
- 8.5 Mr Collard explained that the auditor's report on their control findings in order of severity, ranked from 1-4 with 1 being the least concerning. Mrs Culora provided a full update on each of the management points and advised the trustees of the actions being taken to address the issues raised.
- 8.6 The trustees noted the emerging issues noted in the management letter.
- 8.7 The accounts were approved unanimous by the governing body.

## **9. Cyber Update**

- 9.1 The trustees noted the report that had been circulated ahead of the meeting and Mr Collard (Chair of Resources and Management (R&M) Committee informed trustees that the R&M Committee had been monitoring the school's cyber security measures and that following the external review, a follow up report had been received detailing the measures that had been put in place to address the concerns flagged in the report. It was noted that this had been discussed in detail and that Mr Clare, the school's ICT apprentice who was studying a degree with a substantive element of cyber security had provided the R&M committee with an in-depth explanation of the external report and



the actions the school had and would be taking. Mr Collard referenced the Cyber Board Toolkit and informed trustees that he was confident that the measures that the school had in place were sufficient and that the R&M Committee would continue to monitor this and report to the governing body as required.

- 9.2 Mrs Culora informed trustees that some additional questions regarding cyber security would be added to the skills audit to ensure that the governing body demonstrated that they have the necessary skills in this area.

**ACTION: Ms Field to add cyber security questions to the skills audit.**

## **10. Link Reports: ECT & Music**

### **10.1 Music Link Report**

- 10.1.1 Dr Lovell, Music Link Trustee, summarised her Music report, which had been circulated prior to the meeting, as follows:

- Difficult department at present with a completely new team (one part time teacher, 1 peripatetic teacher leading on extra-curricular and teaching music technology and 1 supply teacher).
- GCSE and A Level data and results not where the school would like them to be and there is a lot of work to do in order to improve outcomes.
- Extremely difficult for the team at present with no Head of Department.
- The atmosphere in the department was very inclusive.
- Music secretary left at the end of last year and her replacement has also just left and so the admin was being carried out by the lower school office.

- 10.1.2 Mr Jones-Owen commented that there did not appear to be clear leadership within the department and Dr Lovell confirmed that this was the case and that recruitment for a new HoD was in progress.

- 10.1.3 Dr Lovell also informed trustees that that schemes of learning were not in place and that the new music team had spent a considerable amount of time preparing lessons and resources.

- 10.1.4 Dr Lovell explained to trustees that Year 11 and 13 students had not completed the amount that they should have last year (i.e. in Year 10 and 12) and that this was concerning.

- 10.1.5 Mr Jones-Owen asked if the school was confident with the music results and Mr Lamb commented that the teachers in post at present were working hard to cover the course content, preparing the students for exam questions and ensuring that coursework was being completed. Mr Lamb commented that the students were making good progress but that it required close monitoring.

- 10.1.6 Mr Cathline commented that this did not seem fair on the students and Mr Lamb agreed and stated that there are gaps in learning but that there are additional lessons and interventions in place.

- 10.1.7 Mr Lamb confirmed that the new Director of Music had been appointed and that she was able to start after Easter, which was excellent news as this was earlier than planned.

Dr Lovell commented that she was involved in the interview process and that the field was strong and that the school had made a good appointment.

10.1.8 Mr Cathline asked Dr Lovell when her next visit would take place and Dr Lovell confirmed that she was planning to visit again after May half term when the new Director of Music was in post.

10.1.19 Mr Jones-Owen asked when the follow exam review meeting would take place and Mr Lamb advised that the music department did not have an exam review as all of the staff were new and there was no Head of Department. A trustee asked what was in place to assist the members of the music department and Mr Lamb explained that the teachers are being supported by Mrs McCall.

## **10.2 ECT Link Visit**

10.2.1 Mr Willett, ECT Link Governor, summarised his report, which had been circulated prior to the meeting, as follows:

- Whilst the ECT programme was beneficial to the school, it was noted that it is complex and time consuming to deliver.
- 4 ECT's currently, requiring 2 hours mentoring per week each plus observations.
- For each ECT a 2000 report had to be written each year.
- The mentoring required is an additional workload for teachers, with one which is protected (i.e. the teacher cannot be used for cover/PPA etc. but that the other hour is in their own time. The question was raised as to whether a financial incentive should be provided.
- During the meeting, Ms Faverjon, had raised concerns regarding the quality of students and now only works with Kings as their students seem more capable.

10.2.2 Ms Foxley commented that although it is time consuming, mentoring is extremely rewarding.

10.2.3 Mrs Culora advised that the funding that is received from the University for the PGCE student placements is transferred to the department the following year.

10.2.4 Mr Lamb commented that the new ECT model is more supportive to try and prevent teachers leaving the profession but that it feels like it was moved too far the other way and its extremely onerous on the teacher and the school.

10.3 Mr Jones-Owen thanked Dr Lovell and Mr Willett for their detailed reports.

## **11. Any other business**

11.1 Mr Cathline asked if the school would be writing to parents regarding Strep A and Mr Lamb confirmed that the guidance received from the DfE would be shared with parents.

11.2 Mr Cathline asked if the school was running a Christmas hamper project this year and Mr Lamb confirmed that this was not going ahead but that he would be running some kind of charity appeal in January. Mrs Culora commented that the school had received funding from the LA to help households with electrical appliance purchases and uniform vouchers.

- 11.3 Mr Cathline asked what the flu vaccine uptake was like among students and Mr Lamb replied that he would ask Mrs Brooks and let them know. The trustee suggested that the school could do more to promote this in the future.
- 11.4 It was noted that the School’s Bill had been pulled in its entirety.
- 11.5 Mr Lamb informed trustees that the school will have more information regarding the possible teacher strikes after 10 January when the ballots close and will keep trustees updated.
- 11.6 Mr Lamb invited trustees to the end of term speech/drinks and thanked governors for their support and contribution this term.
- 11.7 Mr Jones-Owen thanked trustees and SLT for the hard work this term and wished everyone a Merry Christmas.

**Summary of Actions:**

Action	Responsibility
All draft minutes, once signed off by the Committee Chair would be circulated to all trustees and SLT for information.	Ms Field
Mr Jones-Owen to review and amend ToRs as required to reflect new responsibilities	Mr Jones-Owen
Mr Jones-Owen to confirm all appointment and resignation dates to Mrs Culora and Mrs Field.	Mr Jones-Owen
Trustees to inform Ms Field if they are not able to access the various platforms for trustees e.g. The Key	Trustees
Mrs Culora to provide staff absence rate to trustees.	Mrs Culora
Ms S Field to add Behaviour Consultation on next Full GB agenda	Ms Field
Mrs Culora to confirm if staffing figures reflect reduction in NI contribution.	Mrs Culora
Ms Field to add cyber security questions to the skills audit.	Ms Field

**SIGNED BY COMMITTEE CHAIR:**.....

**DATE:**.....