

**Minutes of the Full Governing Body meeting held on  
Thursday 30 March 2023**

**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  
Mr R Bird (newly appointed parent trustee)  
Mr C Lovett (newly appointed parent trustee)  
Ms P Brown (newly appointed parent trustee)  
Mrs E Underwood

Mrs C Demir (newly appointed staff trustee)  
Mrs S Hardy (newly appointed staff trustee)  
Mrs J Foxley

**In attendance:**

Mrs L Culora (HR, Safeguarding & Wellbeing Manager)  
Ms S Field (Clerk)  
Ms J McCall, Deputy Headteacher  
Mr D Wragg, Assistant Headteacher  
Ms N Faverjon, Assistant Headteacher  
Mr S Purrier, Deputy Headteacher#  
Dr V Currie, Assistant Headteacher

**Apologies:**

Mrs T Holloway  
Mr M Pieri, Assistant 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

1.2 Mr Jones-Owen declared that he is a governor of Capel Manor College. No further declarations of interest were made.

**2. Jack Petchey Speak-Out Challenge winner (Enfield District) – Ethan Bousoula**

2.1 Mr Lamb explained the Jack Petchey Speak Out Challenge criteria, where students have to deliver a 3 minute personal speech, with the winning student (at school level) competing against other Enfield schools, to qualify for the regional competition. Mr Lamb was delighted to inform governors that Ethan Bousoula, an EGS student, had won the competition and therefore would be competing at regional level.

2.2 Ethan Bousoula introduced himself and performed his winning speech for the governing body. The governors congratulated Ethan on his excellent speech and for attending the governing body meeting.

**3. Approval of minutes of the meeting held on 8 December 2022 and matters arising not covered on the agenda**

3.1 The minutes were reviewed and approved for accuracy.

3.1.1 It was noted that there was an error in item 8.3 which should have read “ring fenced”.

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

Item	Update
1	All draft minutes, once signed off by the Committee Chair would be circulated to all trustees and SLT for information - <i>action complete and it was noted that all draft minutes would be linked on the meeting agendas and available for all governors to access on the drive.</i>
2	Mr Jones-Owen to review and amend ToRs as required to reflect new responsibilities - <i>complete</i>
3	Mr Jones-Owen to confirm all appointment and resignation dates to Mrs Culora and Mrs Field - <i>complete</i>
4	Trustees to inform Ms Field if they are not able to access the various platforms for trustees e.g. The Key - <i>complete and ongoing</i>
5	Mrs Culora to provide staff absence rate to trustees - <i>due at the next R&amp;M meeting</i>
6	Ms S Field to add Behaviour Consultation on next Full GB agenda - <i>complete</i>
7	Mrs Culora to confirm if staffing figures reflect reduction in NI contribution - <i>confirmed</i>
8	Ms Field to add cyber security questions to the skills audit - <i>complete</i>

#### 4. Committee Updates

4.1 Mrs Williams (Committee Chair) summarised the points covered in the Admissions & Behaviour Committee meeting on 9 March 2023:

- Committee has new terms of reference to include behaviour, attendance and exclusions.
- Transition from Year 6 to Year 7 for September 2023 - currently have 180 students with a waiting list although it was noted that there is still some student movement. This was welcome news due to the high risk of student numbers as reflected in the risk register.
- It was noted that the Directors of Music and Sport would be presenting their visions for scholars and their respective departments at the next meeting.
- Sixth form now co-ed and noted recent branding campaign.
- The link between attendance and academic performance was discussed and a letter outlining this was subsequently sent to parents/carers.

4.2 Mr Collard (Committee Chair) summarised the points covered in the Resources and Management Committee meeting on 23 February 2023:

- Reported that the budget had been scrutinised and that there continued to be a surplus.
- Confirmed that the School Rebuild Project was progressing well and that a full rebuild/refurbishment of all school buildings had been confirmed.
- Following the tender, 15 SMART boards were being installed over Easter.
- Confirmed that the internal scrutiny focus (non financial) would be Health & Safety.
- Explained that external auditor costs had increased by 25% and that this was across the sector. Governors noted that Price Bailey still provided value for money as they provide additional services/clinics/briefings throughout the year.

- Gave an overview of the school lettings and that these were projected to meet the forecast.
- Confirmed that the TLR structure was being reviewed at present to ensure that the staffing structure was fit for purpose and provided value for money. Mr Lamb provided some context as it was noted that there are a lot of staff with TLRs and that governors had questioned the effectiveness of this model in light of last year's results. Mrs Culora informed trustees that the SRMA visit also flagged the cost of TLRs as high compared to national figures.
- Confirmed that a number of policies had been approved including H&S, and support staff probation.

4.3 Mr Jones-Owen (Committee Chair) summarised the points covered in the Stakeholder Committee meeting on 26 January 2023:

- School Council had presented to the committee outlining their recent work and requests.
- FEGS presented and it was noted that the current Chair had stepped down and that the committee was in need of new leadership, with an event to be planned.
- Community fundraising initiative had been successful with a total of approximately £7k to donate to our families who had requested support. Mr Lamb thanked governors and staff for their generosity.
- Strike action and impact on learning had been discussed.
- Noted that, for the first time in 500 years, the sixth form would be co-ed from September 2023 and that in total there were currently 207 applications.
- Wellbeing team had significant staff turnover but was now stable and that Mrs Culora's new role was confirmed (HR, Safeguarding and Wellbeing Manager).
- Noted that the Employability Day had taken place and that the school was continuing to work with Flair to build on and develop EDI objectives over the next three years.

4.4 Mr Cathline (Committee Chair) summarised the points covered in the Standard's & Achievement Committee meeting on 23 March 2023:

- A teaching and learning update was delivered by Ms Faverjon.
- Dr Currie provided an update on mixed ability teaching and the data showed that this was having a positive impact on learning.
- Pupil premium continued to be reviewed with an in-depth review due in May 2023.
- The performance of black Caribbean students continued to be concerning and it was noted that more work needed to be done.
- Reports from the School Improvement Partner were reviewed with PE due for review this term.
- KS3, 4 & 5 data had been reviewed and it was noted that there are strategies in place to address current underperformance.

## 5. Chair's Update

- 5.1 Mr Jones-Owen explained that the term dates for 2023/24 needed to be agreed (which were circulated ahead of the meeting). Mr Lamb explained that they were in line with the LA, with 190 teaching days and 5 INSET days. Mr Cathline asked if the use of INSET days early in the year was effective and Mr Lamb confirmed that 2 days were required at the start of the academic year and 1 day following Christmas and Easter.

- 5.2 Mr Jones-Owen explained that the terms of reference had been amended to reflect that Stakeholders would assume responsibility for EDI and that Admissions would now include behaviour, attendance and exclusions.
- 5.3 Ms Field confirmed that all trustees had completed the skills audit, with the exception of Rev'd Dr S Griffiths. Mr Jones-Owen explained that the data would be reviewed to determine any gaps in skills and that this would inform future trustee recruitment. Dr Lovell commented that the skills seemed more focussed on knowing the school rather than professional skills.
- 5.4 Ms Field explained that she had received some interest from professionals at Atkins (construction company) seeking governance roles. It was noted that the skill sets of these trustees could be advantageous with regard to the School Rebuild Project. Mr Jones-Owen agreed to provide the biographies of the potential trustees to the governing body.

**ACTION: Clerk to circulate the biographies of the potential trustees to the governing body**

## **6. Headteacher's Update**

### **6.1 School Rebuild Update**

- 6.1 Mr Lamb provided an update on the School Rebuild Project and trustees noted that regular meetings were taking place with the DfE.
- 6.1.1 Mr Lamb explained that the school were negotiating regarding the sqm area being returned to the school and that large areas including the sports halls, dining halls and canteen provision were currently being reviewed.
- 6.1.2 Mr Lamb informed trustees that the DfE have suggested that the basement and loft spaces at lower are not fit for use and therefore these spaces will need to be provided in alternative areas of the new-build/refurbishment.
- 6.1.3 Mr Lamb explained that the sqm the DfE programme suggests will be increased due to the complexity of our sites and the unusable spaces but that he anticipates that the school may still end up smaller than it is currently with regard to office spaces.
- 6.1.4 Mr Lamb commented that a working party of staff and trustees would be set up in due course to ensure stakeholder engagement. Mr Jones-Owen informed Mr Lamb that, to date, Mr Churcher and Mr Collard had expressed an interest in being part of the working party.

**ACTION: Trustees to contact Mr Jones-Owen if they would like to join the School Rebuilding Project working party.**

- 6.1.5 Dr Lovell asked if all buildings, including the CLC, were in scope. Mr Lamb confirmed that all buildings were in scope but that the CLC was to be confirmed.
- 6.1.6 Dr Lovell asked if the DfE were able to build on the lower school fields and Mr Lamb replied that this was unlikely.

## **6.2 Staff Resignation**

- 6.2.1 Mr Lamb informed trustees that Mr Purrier would be leaving the school at the end of the academic year to join a school in Tottenham. Mr Lamb commented that Mr Purrier would be leaving behind a big hole and that he was an excellent role model and that he was the epitome of a good man. Mr Jones-Owen thanked Mr Purrier for his dedication to the school and noted that he had put his heart and soul into everything that he had done for the staff and the students at the school.

## **6.3 Pay Offer - Teaching Staff**

- 6.3.1 Mr Lamb explained that it did not seem likely that the current pay offer would be accepted. Mr Lamb informed trustees that in addition to the proposed pay award, the government had also noted that other factors needed to be reviewed including workload, legislation around complaints and performance related pay.
- 6.3.2 Mr Collard asked if the proposed pay award was funded and Mr Lamb confirmed that of the 4.5%, only 0.5% was funded (with the remaining 4% was deemed affordable for schools) and that the £1k one off payment was also funded.

## **6.4 Employability Day**

- 6.4.1 Mr Lamb informed trustees that the Employability Day had taken place, with 80% of the company representatives being black males. Mr Lamb explained that whilst the day was positive on the whole and delivered in line with the EDI action plan, he did not feel the turnout of employers or the breakout sessions were good enough and that he would be providing this feedback.

## **7. SEF**

- 7.1 Mr Lamb explained that the SEF produced this year is different to previous years due to our pending Ofsted visit and that it represents the school on its best day. Mr Lamb commented that 95% of Enfield schools are good and that he does not want EGS to be in the 5% of schools which are not good. It was noted that the SEF is to show trustees what is excellent about EGS.
- 7.2 Mr Collard commented that whilst he has noted that the SEF is a reflective document, there needed to be some self-analysis. Mr Lamb agreed that the SLT needed to review the content of the SEF and demonstrate how we are addressing areas of weakness.
- 7.3 Mr Bird commented that the SEF needs to address the reasons for the dip in the school's P8 score and what the school's next steps would be. Mr Lamb agreed and also added that the underperformance of specific cohorts also needed to be understood and addressed through the SEF.
- 7.4 Mr Cathline committed that he felt the SEF needed more challenge and reflection. And that it states that comparisons are not being made but goes on to compare data.
- 7.5 Mr Jones-Owen suggested that each SEF point is RAG rated with action points as required. Dr Lovell supported this suggestion and commented that each point should be detailed and backed up with data/evidence. Dr Lovell also commented that improvements should be SMART.

**ACTION: Mr Lamb to RAG rate current SEF and add action points as required for review at the July Full GB meeting**

- 7.6 Mr Lovett asked if the identified improvements would deliver us an outstanding OFSTED and Mr Lamb replied that he did not feel that it would at present due to inconsistencies.
- 7.7 Mr Lamb reminded trustees that OFSTED would not be looking at outcomes this year but that curriculum and sequencing would be focussed on.
- 7.8 Mr Lamb invited comments from staff governors and Mrs Hardy agreed that lack of consistency with the implementation of school policy and processes, at all levels, continued to be an issue.
- 7.9 Mr Jones-Owen commented that the website needed some updates to ensure that it was up to date including school policies. Mrs Culora confirmed that the EDI and RSE policies were being reviewed and would be updated accordingly.
- 7.10 Mr Lamb asked trustees to provide any further comments on the SEF to him via email.

**ACTION: Trustees to provide any further thoughts on the SEF to Mr Lamb via email.**

## **8. Budget**

- 8.1 Mrs Roberts 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.
- 8.2 Trustees noted that income budget lines were on track and that lettings and catering were performing well against the forecasted figures.
- 8.3 Mrs Roberts informed trustees that the learning environments were being improved and that some investment in catering was being made with new trays, plates etc. Dr Lovell asked if the catering was being outsourced and Mr Lamb confirmed that although this was on hold due to the School Rebuilding Project, Mrs Roberts would be contacting providers to determine if a short term contract was viable.

**ACTION: Mrs Roberts to ascertain whether a short term catering contract with an outside catering company is viable.**

- 8.4 Mr Collard informed trustees that the budget had been reviewed in detail at the recent Resources and Management committee meeting, and that the school continued to have an in-year surplus, which was mainly due to a reduction in staffing as posts have not been filled as quickly as the school would like (and had forecast for).

## **9. "Lost Boys"**

- 9.1 Mr Jones-Owen raised the issue of boys who are identified as disengaged with school and education and invited a discussion as to how school can best support these boys to ensure that they reach their full potential. Mr Jones-Owen suggested that the school could use some of the reserves to invest in these students and provide an alternative to the norm.

- 9.2 Mr Jones-Owen informed the trustees that Capel Manor College would potentially be interested in working with some of our students on community projects and working more in partnership to create post-16 pathways.
- 9.3 Mr Willett suggested that there could be opportunities available with local companies to provide mentoring and experience but that he was mindful that this would result in a reduction of curriculum time. Mr Cathline asked if the school had a database of local organisations/businesses and Mr Lamb replied that a list of work experience organisations was available.
- 9.4 Mr Lovett asked if the boys had been asked why they were not engaged in their learning. Mr Lamb replied that they had not been asked explicitly but that outside influences played a part and that the curriculum was very academic and difficult for some students to access. Mrs Hardy commented that some students are not academically driven and that this is further impacted by their differing backgrounds.
- 9.5 Mrs Demir suggested that students in Year 9 could be involved in the School Rebuilding Project to aid motivation and connection to the school.
- 9.6 Ms Brown suggested that projects be linked to life skills to make students aware of how what they are learning links to everyday life. Ms Brown commented that some students will not see the relevance of what they are learning.
- 9.7 Mr Jones-Owen asked if the school are able to identify early on which students are not engaged. Although it was noted that some boys are disengaged in Year 8, Ms Faverjon commented that she would not want students to be labelled as this could risk creating an underclass and limit their potential.
- 9.8 Mr Cathline asked if the school felt that the students were able to identify with the culture of the school and suggested that more could be done to improve engagement with parents and students.
- 9.9 Mr Bird suggested that the boys who are disengaged should be consulted to find out why this is as it is important to capture the interest of students and that this process needs to be child centred. Mr Bird informed trustees that in a school he had previously worked in there as a football academy that was beneficial and motivated students to do well and stay at the school in sixth form (although it was noted that there were also challenges with delivering this). Mr Wragg commented that he has had conversations with Michael Duberry (former Old Boy with links to premiership players) regarding the possibility of a football academy at the school and that he would follow this up to ascertain viability if this was something that the school wanted to pursue.
- 9.10 Mr Jones-Owen thanked the trustees for their input and that he would reflect on the discussion and add to a future meeting agenda for further consideration.

## **10. Link Governor Visits**

- 10.1 Mrs Underwood informed trustees that she had visited Mr Shipton, Head of History, and it was noted that her link report had been circulated prior to the meeting.

- 10.1.1 Mrs Underwood expressed how dedicated Mr Shipton was to the school and his students and that he was inspirational.
- 10.1.2 The trustees noted that the main issue cited by Mr Shipton was the lack of time. Mrs Underwood explained that the history curriculum had changed resulting in an increase in workload and that Mr Shipton also delivered regular Saturday morning classes for his Year 11 classes.
- 10.1.3 Mrs Underwood informed trustees that Mr Shipton had mentioned behaviour being inconsistent across the school, which had a negative impact on staff.
- 10.2 Mrs Underwood informed trustees that she had visited Mrs Ladas, SENDCo and Teacher of Science, and it was noted that her link report had been circulated prior to the meeting.
- 10.2.1 Mrs Underwood reported that the main issues raised were lack of time and the pressure this puts on staff.
- 10.2.2 Mrs Ladas informed Mrs Underwood during her visit that the SEND department had a very good working relationship with the LA, which was a benefit.
- 10.2.3 It was noted that Mrs Ladas was keen to be part of the School Rebuilding Project working party to ensure that the needs of the SEND department were represented.
- 10.2.4 During her visit, Mrs Ladas discussed the school's vision and pillars and that SEND did not have a separate pillar. Mr Lamb commented that SEND would be included in the central EDI pillar.
- 10.2.5 Mrs Underwood commented that she was surprised that the school had 200 EAL students and Mr Lamb replied that most of these students would be fluent in English and that only a small number of students are at an early acquisition stage.
- 10.2.6 Mr Jones-Owen suggested that Mrs Ladas present to governors and it was agreed that a SEND Update be added to the next Stakeholders Committee agenda.

**ACTION: Clerk to add "SEND Update" to the next Stakeholders Committee agenda.**

- 10.3 Mr Jones-Owen thanked the trustees for their link reports and highlighted the importance of trustees going into school and meeting staff.

## **11. Any other business**

- 11.1 Mr Lamb informed trustees that Hannah Hall, Behaviour Consultant, was now working with Paul Dix and that he would like her to deliver whole staff training on trauma informed behaviour management but that a sixth INSET day would be required in the summer term. Mr Lovett suggested waiting to see if there are further strike days planned before adding an additional INSET. Mr Cathline asked if the school was able to go below 190 teaching days and Mr Lamb confirmed that academies are able to. Mr Jones-Owen agreed that a further day of missed education at this stage, seemed counterproductive and that he would rather wait for the revised behaviour policy to be drafted before adding an additional INSET day.



11.2 Mr Lamb informed trustees that on the last day of term there will be a staff BBQ (2pm on 21 July), which all trustees are invited to attend.

11.3 Dr Lovell acknowledged the work of the music department over the past two terms without a Head of Department and that they had done a great job both academically and delivering the extra-curricular provision.

There being no further business, the meeting closed at 8.30pm.

**Summary of Actions:**

<b>Action</b>	<b>Responsibility</b>
Clerk to circulate the biographies of the potential trustees to the governing body	Clerk
Trustees to contact Mr Jones-Owen if they would like to join the School Rebuilding Project working party.	Trustees
Mr Lamb to RAG rate current SEF and add action points as required for review at the July Full GB meeting	Mr Lamb
Trustees to provide any further thoughts on the SEF to Mr Lamb via email.	Trustees
Mrs Roberts to ascertain whether a short term catering contract with an outside catering company is viable.	Mrs Roberts
Clerk to add "SEND Update" to the next Stakeholders Committee agenda.	Clerk