



Enfield Grammar School
Minutes of the Full Governing Body meeting
held on Thursday 14 September 2023

Present:

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

In attendance:

Ms J McCall, Deputy Headteacher
Mr C Collins, Deputy Headteacher
Mrs M Roberts, Finance & Operations Manager
Mrs L Culora, HR, Safeguarding & Wellbeing
Manager and Minutes Clerk
Dr V Currie, Assistant Headteacher
Mr M Pieri, Assistant Headteacher
Mr D Wragg, Assistant Headteacher
Mr C Marshall, Assistant Headteacher
Mrs C Demir, Assistant Headteacher
Ms S Field, Clerk

Apologies:

Ms N Faverjon, Assistant Headteacher
Mr A Yilmaz
Mrs S Hardy

Absent

Rev'd Dr S Griffiths
Mr R Bird

1. Welcome - Appointment of the Chair of the Governing Body

- 1.1 Mrs Field welcomed everyone to the meeting and advised that Mr Jones-Owen had been nominated and seconded for the position of Chair of Governors and Mrs A Williams had been nominated and seconded for the position of Vice Chair of Governors.

Mr Jones-Owen left the meeting and the trustees voted Mr Jones-Owen into office.

Mr Jones-Owen returned to the meeting and accepted the position.

2. Welcome from the Chair - Appointment of the Vice-Chair of the Governing Body

- 2.1 Mr Jones-Owen welcomed everyone to the meeting and presided over the vote for Vice Chair.

Mrs A Williams left the meeting and the Board voted Mrs A Williams into office.

3. Apologies for Absence and Declarations of Interest

- 3.1 Apologies for absence were received from Ms Faverjon and Mr Yilmaz, which were accepted by the Committee.
- 3.2 Mr Bird and Rev'd Dr Griffiths were absent from the meeting.
- 3.3 There were no declarations of interest made.

4. Approval of minutes of the meeting held on 13 July 2023 and matters arising not covered on the agenda

4.1 The minutes were approved for accuracy.

4.2 An update on the actions was provided, as follows:

Action	Update
Mr Lamb to re-circulate the SEF to trustees	Completed
Mr Jones-Owen to liaise with Ms Field regarding potential co-opted/community Trustees.	Mr Jones-Owen informed trustees that he would be re-visiting the skills audit to inform the appointment of any additional trustees.
Ms Roberts to ensure that termination of the CLC lease is sent to the LA	Completed
EDI Update to be added to the Full GB agenda in September 2023	Completed
Mr Lamb to provide assurance of the systems/processes in place to meet with requirements of KCSIE regarding filtering and monitoring.	<p>Mr Lamb confirmed that checks are in place. Mr Collard questioned how the trustees would be assured of this and Mr Lamb asked what assurance he needed in addition to his verbal confirmation. Mr Collard commented that it was not clear where responsibility was held and Mr Lamb confirmed that Mr Collins was responsible for safeguarding and Mrs Roberts was responsible for the IT security.</p> <p>ACTION: Mr Lamb to share line management structure with trustees showing areas of responsibility.</p>
Mrs Culora to circulate the Educare link to all trustees	Completed
Trustees to confirm to Ms Field which parents' evenings and school events they are able to attend for 2023/24	<p>Ms Field reminded trustees to email her with confirmation of the parents' evenings that they are able to "host" online.</p> <p>Mr Cathline asked if the meeting calendar was now finalised and Ms Field replied that some additional school events would be added and a final version circulated.</p>
Ms Field to add "Meet the Tutor" evening to the	Completed

calendar (19 September)	
Mr Lamb to provide an update with regard to SEND funding at the next Resources and Management meeting for further discussion	To be added to the R&M agenda for December 2023
Mr Lamb to pass on the governing body's thanks to staff for all of the additional work that had been undertaken in order to keep the school open	Completed
Mr Lamb to circulate draft job description for SRP project management/communications to trustees for their information.	In progress. To be provided to the R&M committee ahead of the December meeting.
Trustees who would like to form part of the school's SRP working party they should email Mr Jones-Owen to confirm	Completed
Ms Roberts to add the SRP indicative costs to the budget for 2023/24 and relevant years thereafter so that the cumulative carry forward reflected this	Completed

5. Chair's Update

- 5.1 The trustees noted that the school would close early on 9 October to allow staff time to set up for Prospective Parents' Evening and that there was a late start on 10 October to allow for tidying away.
- 5.1.1 Mr Cathline asked if there were any other planned early finishes and Mr Lamb confirmed that at the end of term (three occasions), an early finish is scheduled.
- 5.2 Mr Lamb explained to trustees that the Prize Giving event would now take place on 20 December 2023 as many universities were starting earlier this year around 15/16 November 2023.
- 5.2.1 Mr Lamb informed trustees that he was trying to secure Ezra Collective to attend the event.
- 5.2.2 Mr Lamb explained that there would not be an early finish for the Prize Giving event this year.

6. Headteacher's Executive Update

- 6.1 Mr Lamb informed the trustees that the school was expecting a positive P8 score of +0.08 (based on SISRA data) for GCSE results.
- 6.1.1 Mrs McCall provided an overview of the Key Stage 4 results and reminded trustees that the grading of the GCSE examinations this year was back at 2019 grading system.
- 6.1.2 Mrs McCall explained that the SISRA data took into account the results of the 271,000 students to predict the school's P8 score.

- 6.1.3 Mrs McCall informed trustees that the A8 score of 4.88 had reduced when compared to 2019/20 but increased compared to 2017/18 and that the number of 7-9 grades had reduced compared to 2019/20. It was noted that this trend was in line with the national trend.
- 6.1.4 Mrs McCall informed trustees that the number of 9-4 grades had increased.
- 6.1.5 Mrs McCall commented that the best performing subjects were RE, Citizenship and Science.
- 6.1.6 Mrs McCall informed trustees that the in previous years the MAPs had been a target group but that this year the HAPs had underachieved and that this identified group would be a focus this year.
- 6.1.7 Mrs McCall explained that the P8 score for Pupil Premium (PP) students was better than last year but that the gap had widened, which was disappointing. It was noted that two of the students in the PP cohort may have their results removed from the school's P8 score (as they were outliers).
- 6.1.8 Mrs McCall was pleased to inform trustees that the Black Caribbean students had performed well and achieved the best P8 and A8 score to date, which was an excellent result for the school.
- 6.2.1 Mr Wragg provided an overview of the Key Stage 5 results, conveying the school's disappointment with an average grade of C- and with a reduction in the average point score (similar results to 2019).
- 6.2.2 Mr Wragg explained that the grade boundaries were higher than expected (10-20 marks compared to last year) and that the average point score fell by half a grade.
- 6.2.3 Mr Wragg commented that the 77% of students had secured places at university (last year this was 85%) and that a number of students were completing foundation years. It was noted that 20% of students had enrolled at Russell Group Universities and that, unfortunately, our student who had applied for Cambridge was not successful and would therefore be studying at Imperial College.
- 6.2.4 Dr Lovell asked how our results compared to other Enfield schools and Mr Wragg replied that there was no comparative data available yet.
- 6.2.5 Mr Wragg commented that the number of "U" grades were unexpected. Mr Cathline asked why the school's results were worse than the predicted grades. Mr Wragg replied that he believed that the variation in grade boundaries was the main reason. Mr Lamb commented that last year the focus was on GCSE results as our A Level results were so good.

Mr Cathline commented that all schools would have been affected by Covid and Mr Lamb replied that the school would know more following the exam review meetings, which were currently taking place.

- 6.3.1 It was noted that the Standards and Achievement Committee would be reviewing the results data in detail.

6.4 Cyber Update

- 6.4.1 Mr Lamb informed trustees that following the cyber attack the school was now fully operational.

- 6.4.2 Mr Lamb explained that School Care were providing guidance and operational support to the IT Team to ensure that a 3-2-1 backup system was in place, with both online and offline backups.
- 6.4.3 Mr Lamb informed trustees that an internal investigation had taken place and that appropriate actions were being taken with identified staff.
- 6.4.4 Mr Lamb explained that a review of the IT team structure was currently taking place to ensure that the team had the correct expertise going forward.
- 6.4.5 Mrs Williams asked if all staff had been prompted to reset their passwords and Mr Lamb confirmed that this had taken place. Mrs Williams commented that trustees had not been asked to change their passwords and Mr Lamb replied that he would ensure that Mr Bentley actioned this.

ACTION: Mr Lamb to inform Mr Bentley that trustees had not yet been prompted to change their passwords and that this needs to take place.

- 6.4.6 Mr Lamb informed trustees that the recommendations/stipulations made by our insurers and School Care had all been (or in the process of being) implemented.

6.5 SEF

- 6.5.1 Mr Lamb explained that the SLT were finalising the SEF RAG rating and preparing the SDP at present. It was noted that Mr Collins, Deputy Head (Inclusion), had recently joined the school and so the SEF and SDP would be finalised by the start of the next half term and circulated to trustees.

ACTION: Mr Lamb to circulate the SDP to trustees ahead of the start of the next half term (October)

- 6.5.2 Mr Collins commented that he had looked through the SEF and was working with the pastoral team to identify priorities and create associated action plans.
- 6.5.3 Mrs Williams commented that the structure charts circulated to not seem to match and so line management and responsibilities were not clear. Mr Lamb agreed to re-circulate the SLT structure chart to ensure clarity.

ACTION: Mr Lamb to revise SLT structure chart line management and areas of responsibility and re-circulate to trustees.

- 6.5.4 It was noted that Mr Bentley (and the IT provision) is now line managed by Ms Roberts and that Mr Wragg (and Sixth Form) is now line managed by Mr Collins.
- 6.5.5 Mr Cathline asked if Mr Lamb felt that he had more time for strategic thinking now that the number of staff he was line managing had reduced. Mr Lamb confirmed that he did but that "headspace" whilst at school was difficult, due to the reactive nature of the school day. Mr Lamb explained that the SLT felt positive and that with the addition of two Assistant Headteachers, staff are supported better and there is a greater presence of senior leaders around the school.

- 6.5.6 Mr Lamb introduced the newly appointed Assistant Headteachers – Mr Marshall and Mrs Demir.
- 6.5.7 Mr Collard asked if there were now sufficient lunchtime staff and Mrs Culora confirmed that two additional members of staff were now in place. Mr Lamb commented that SLT continue to carry out lunch duty and that it is important for SLT to have a presence at lunchtime to support other staff and ensure appropriate behaviour of our students.

7. Budget

- 7.1 Mrs Roberts provided an overview of the budget position (having circulated this prior to the meeting) and it was noted that the school was expecting a surplus budget of £340k, which was due to continued staff vacancies and late government grants that had been received.
- 7.2 Mrs Roberts explained that expenditure was as expected.
- 7.3 Mr Jones-Owen commented that future years' budgets need to take into account the reduction in income expected with regard to the reduction of sixth form students. Mr Wragg informed trustees that at present the number of students in Year 12 was 65.
- 7.4 Mrs Roberts informed trustees that investment would be needed to be made regarding the School Rebuilding Project for furniture/fittings etc. as this would not be covered by the DfE.
- 7.5 Mr Collins explained that he was looking to start a Staff Association and would be requesting a small amount of funding to start this. It was noted that this should be discussed further at the Resources and Management Committee if funding outside of the current budget set was required.

8. EDI Objectives & Focus for 2023/34

- 8.1 Mrs McCall presented the school's draft EDI objectives for 2023/24, which had previously been circulated to the trustees.
- 8.2 The committee noted the RAG rated outcomes for 2022/23 objectives and Mrs McCall informed trustees that those actions not yet completed in this year, had been rolled forward to form part of the 2023/24 plan.
- 8.3 Mrs McCall explained that Ms Sula Graham, EDI Consultant, had been part of the team that reviewed the objectives for last year and that she was also involved in the planning of the year ahead. It was agreed that this external advice was very beneficial. It was noted that although progress was slow at the start of the year, a lot had been achieved in 2022/23 and that Ms Graham had commented that the School was ahead of others in the Borough.
- 8.4 Mrs McCall commented that at the recent SLT meeting, the RAG rating was not agreed and that it was felt that some of the red ratings were not accurate including a curriculum best practice area, EDI displays and the reporting of discriminatory incidents. Mr Cathline commented that at the time of review, no evidence was provided which was why the RAG rating was red.
- 8.5 Mr Jones-Owen asked how far the 2023/24 objectives were from being finalised and Mr Cathline commented that those outstanding actions from 2022/23 needed to be added. It was agreed that the EDI objectives, once finalised, should be reviewed by the Stakeholders Committee.

ACTION: EDI objectives, once finalised, should be reviewed by the Stakeholders Committee.

- 8.6 The trustees noted that diversity recruitment training would be undertaken by senior and middle leaders who were likely to form interview panels.

ACTION: Diversity recruitment training to be undertaken by senior and middle leaders who were likely to form interview panels

- 8.7 Mr Cathline commented that the Governing Body and SLT were now more diverse, which was pleasing and that he was excited for the year ahead with regard to the school making progress on its EDI objectives.

9. Policy Schedule

- 9.1 Mrs Culora provided an overview of the process for ensuring that policies were reviewed by the relevant committee to ensure that all policies were up to date and approved accordingly. It was noted that all SLT members would be responsible for policies that were under their respective areas and that the policies would be drafted, reviewed by SLT and then by the relevant committee (and governing body where required).

- 9.2 Mr Cathline commented that a number of policies had not been renewed in a timely manner this year and Mrs Culora agreed and confirmed that this was why a new process had been drafted.

Mr Lamb explained that previously, SLT members had not taken accountability for the policies under their areas of responsibility and that Mrs Culora had therefore had to write a number of policies as she was more skilled at this.

- 9.3 Mr Collard asked how the trustees can be assured that the school are adhering to the policies and Mrs Culora suggested that the link governors can ask for evidence of this on their visits and that the committee meetings can also ask for reports to demonstrate compliance.

10. Policies

- 10.1 The trustees reviewed the Child Protection Policy, noting the tracked changes from the previous version. Mr Collins explained that the policy was robust and met the requirements of the revised child protection guidance.

- 10.1.1 Mr Collard asked how Mr Collins was assured that the monitoring and filtering requirements were being met and Mr Collins confirmed that he had spoken to Mr Bentley to ensure that he understood what was required (and had received verbal assurance that the required processes were in place). Mr Collins informed trustees that he was conducting an audit to ensure that this was the case.

- 10.2 Mr Lamb explained that the Accessibility Policy was being drafted in line with the EDI policy/objectives and that this will be ready for approval at the next full governing body meeting.

ACTION: Clerk to add Accessibility Policy to the next full governing body agenda.

- 10.3 Mr Wragg informed trustees that the Bursary Policy required approval ahead of the Resources and

Management Committee, which was why it was being brought to this meeting. Mr Wragg explained that the School wanted to increase the earnings threshold to make the bursary available to more students. It was noted that Mrs Povey, Finance Officer, had written the policy and administered the scheme, ensuring best practice and legal requirements were met.

- 10.3.1 Mr Cathline asked why students were not accessing the fund and Mrs Brown asked how the school are supporting students to apply. Mr Wragg replied that the fund is explained to students during Progression, that letters have been sent home and staff have also completed the online application alongside students.
- 10.3.2 Dr Lovell commented that the policy refers to uniform, which is now not relevant as the sixth form are not required to wear this. Mr Wragg noted this and confirmed that it would be updated accordingly.
- 10.3.3 Mr Collard commented that the governing body were being asked to approve the threshold increase from £26k household income to £32k and that a full review of the policy would take place at the Resources and Management Committee.
- 10.3.4 The trustees approved the threshold increase from £26k household income to £32k.
- 10.3.5 Noting that there were not proposed changes, the trustees approved the Children with Health Needs Who Cannot Attend School Policy.
- 10.3.6 Noting the proposed changes, the trustees approved the ECT Policy.

11. School Admissions Brief Update

11.1 Sixth Form

- 11.1.1 Mr Wragg explained to trustees that the applications to Sixth Form had been considered applying the course criteria rigorously to ensure that the right students were on the right courses.
- 11.1.2 Mr Wragg informed trustees that on GCSE results day, 69 students had enrolled (41 of which were current Year 11 students) and that we were waiting for confirmation from 30 students.
- 11.1.3 Mr Wragg commented that a number of high achieving students had decided not to remain in sixth form and most had moved to Ashmole Academy. Mr Wragg also informed trustees that a number of middle and lower achieving students had also secured places at Highlands School and Chace Community.
- 11.1.4 Mrs Williams asked why so many students had decided not to stay for sixth form and Mr Wragg replied that he felt that the reason many students leave the school is not due to the sixth form offer but due to their overall experience in Years 7 to 11.
- 11.1.5 Mr Wragg informed trustees that, at present, there were 5 girls on roll and that there were only 12 courses being taken by girls from Enfield County using the collegiate arrangement.
- 11.1.6 Mrs Williams asked how many students were in sixth form repeating GCSE English or Maths and

Mr Wragg confirmed that there were 8 in total.

- 11.1.7 Mrs Williams asked if the non-uniform policy was working well and Mr Wragg confirmed that the students were following the dress code. Mrs Williams commented that she had seen a number of hoodies and casual “jogger” style trousers. Mr Wragg commented that these items were permitted and it was noted that the uniform policy needed to be amended as at present hoodies were not allowed.

ACTION: Sixth form uniform policy to be amended to allow hoodies.

- 11.1.8 Mr Cathline asked if there was an impact on staffing as the sixth form numbers were low and Mr Wragg confirmed that the same number of staff were required but that class sizes would be smaller.
- 11.1.9 Mr Collins commented that he believed that the strategy of applying rigorous subject criteria was the right one and that this should improve outcomes and, in time, improve our sixth form.
- 11.1.10 Dr Lovell commented that the student numbers this year were concerning and the impact on the budget would be considerable. Mr Cathline replied that there would be a short term impact, but that as outcomes improve, the sixth form offer will become more attractive to not only our students but external students too.
- 11.1.11 Mr Cathline commented that a further discussion at the Standards and Achievement Committee was required to review why so many Year 11 students (high achievers) had left the school this year and whether more can be done to retain them. Mr Jones-Owen conveyed his concern about the number of students who left this year to attend other sixth forms (mainly Ashmole Academy).

ACTION: Add retention of sixth form students (from year 11) to the December Standards and Achievement Committee meeting.

- 11.1.12 Mr Collard commented that the collegiate income was usually in the region of £44k per year with an expenditure of £31k. It was noted that the net profit this year was the same as in previous years. Mr Wragg explained that Enfield County School had set their sixth form blocks the same so it was difficult to be able to send/receive students for courses due to the clashes.

11.2 Year 7

- 11.2.1 Dr Currie confirmed that, at present, there were 178 students in Year 7 and that 3 students were pending, so the expected number on roll would be 181. It was noted that the LA had requested that the school go to 182 on roll if needed to accommodate students in Enfield.
- 11.2.2 Dr Currie informed trustees that the Year 7 students represented 51 primary schools and that a number of students this year were from Raglan Primary School and Galliard Primary School.
- 11.2.3 Mr Jones-Owen commented that being full in Year 7 was pleasing and that the school’s marketing and outreach was coming to fruition.
- 11.2.4 Mrs Thomas asked if the school knows the preferences of its students (i.e. 1st/2nd/3rd choice) and Mrs Williams replied that this information was in the minutes of the most recent Admissions Committee minutes.

12. Housekeeping:

- 12.1 Ms Field reminded trustees and SLT that they are required to complete a business interests form, including the interests of relatives, in line with the Academies Trust Handbook.
- 12.2 The trustees Code of Conduct, which had been circulated prior to the meeting, was approved.
- 12.3 The terms of reference, which had been circulated prior to the meeting, with all changes tracked, were approved. It was noted that the only changes were to the remit of the Admissions Committee, which was now the Admissions, Attendance and Behaviour Committee.
- 12.4 Ms Field outlined the features of Governor Hub and reminded trustees that they had been sent a joining link.
- 12.5 The trustees noted that a parent governor and staff governor election would be taking place in October 2023.
- 12.6 Mr Jones-Owen reminded trustees that they needed to ensure that they had read KCSIE 2023 and that they needed to confirm this to Ms Field.

ACTION: Trustees to read KCSIE and to confirm to Ms Field once this had been actioned.

13. Any other business

- 13.1 Mr Collard commented that the School Rebuilding Programme had not been on the agenda and it was agreed that this should be a standing item.

ACTION: Clerk to add School Rebuilding Programme as a standing item.

- 13.2 Mr Wragg informed trustees that there would be “welcome drinks” for new staff on Friday at 3.45pm, which governors were welcome to attend.
- 13.3 Mr Cathline questioned the suitability of online parents’ evenings when the school was actively seeking to improve parental engagement. Mr Lamb replied that both parents and staff preferred the online model and so this would not be reverting to a face-to-face event. Mr Lamb commented that other opportunities to meet with parents would be planned.

There being no further business, the meeting closed at 8.35pm

Summary of Actions:

Action	Responsibility
Share line management structure with trustees showing areas of responsibility	Mr Lamb
Inform Mr Bentley that trustees had not yet been prompted to change their passwords and that this needs to take place	Mr Lamb

Circulate the SDP to trustees ahead of the start of the next half term (October)	Mr Lamb
Revise SLT structure chart line management and areas of responsibility and re-circulate to trustees.	Mr Lamb
EDI objectives, once finalised, should be reviewed by the Stakeholders Committee	Mr Lamb Clerk
Diversity recruitment training to be undertaken by senior and middle leaders who were likely to form interview panels	Mr Lamb
Add Accessibility Policy to the next full governing body agenda.	Mr Lamb Clerk
Sixth form uniform policy to be amended to allow hoodies.	Mr Wragg
Add retention of sixth form students (from year 11) to the December Standards and Achievement Committee meeting.	Clerk Mr Wragg
Trustees to read KCSIE and to confirm to Ms Field once this had been actioned.	Trustees Clerk
Add School Rebuilding Programme as a standing item to Full GB agendas.	Clerk