

**Minutes of the Full Governing Body meeting held on
Thursday 13 July 2023**

Present:

Mr C Lamb (Headteacher)
Mrs A Williams (Vice Chair of Governors)
Mr G Jones-Owen (Chair of Governors)
Mr P Collard
Ms M Thomas
Mr A Yilmaz
Dr H Lovell
Mr R Bird (newly appointed parent trustee)
Mr C Lovett (newly appointed parent trustee)
Mrs E Underwood
Mrs J Foxley
Mrs C Demir (newly appointed staff trustee)

In attendance:

Mrs L Culora (HR, Safeguarding & Wellbeing Manager)
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)
Mr M Pieri (Assistant Headteacher)
Mr M Collins (Deputy Headteacher from Sep 23)
Ms Roberts (Finance and Operations Manager)

In Part Attendance (via mobile link:

Mrs S Field

Apologies:

Mrs T Holloway
Mr A Yilmaz
Mr N Churcher
Mrs S Hardy
Mr R Cathline

Absent

Rev'd Dr S Griffiths
Ms P Brown

1. Welcome, apologies for absence and declarations of interest

- 1.1 Those present were welcomed to the meeting. Mr M Collins was welcomed to the school and introduced himself to the Governing Body.
- 1.2 Apologies for absence were received from Mrs Holloway, Mr Yilmaz, Mr Churcher, Mrs Hardy and Mr Cathline, which were accepted by the Governing Body.
- 1.3 Rev'd Dr Griffiths and Mrs Brown were absent from the meeting.
- 1.4 Mr Jones-Owen informed the trustees that Mr Willett had resigned from his position as parent governor due to work commitments.

2. Approval of minutes of the meeting held on 30 March 2023 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:

Action	Update
Clerk to circulate the biographies of the potential trustees to the governing body	Mr Jones-Owen to liaise with Ms Field regarding potential co-opted/community trustees

Trustees to contact Mr Jones-Owen if they would like to join the School Rebuilding Project working party.	Ongoing
Mr Lamb to RAG rate current SEF and add action points as required for review at the July Full GB meeting	Complete
Trustees to provide any further thoughts on the SEF to Mr Lamb via email.	Complete – no further feedback received. Mr Collard commented that the file circulated was corrupt and Mr Lamb confirmed that the SEF would be re-circulated
Ms Roberts to ascertain whether a short term catering contract with an outside catering company is viable.	Complete and discussed at the Resources and Management Committee meeting – not viable
Clerk to add “SEND Update” to the next Stakeholders Committee agenda.	Complete

ACTION: Mr Lamb to re-circulate the SEF to trustees.

ACTION: Mr Jones-Owen to liaise with Ms Field regarding potential co-opted/community trustees

3. Committee Updates

3.1 Mrs Williams (Committee Chair) summarised the points covered in the Admissions & Behaviour Committee meeting on 18 May 2023:

- Ms Green (HOD, Music) presented to the committee outlining plans for 23-34 including scholarship places and outreach. It was noted that Ms Green’s presentation was excellent and that Mr Kendrick (HOD, PE) would be presenting at the next committee meeting.
- It was noted that the intake for September 2023 was current at 180 students, which was positive and that there were currently no appeals.
- A review of new students and those who had left the school mid-year had been reviewed.
- Attendance figures were analysed and strategies to improve discussed.

3.1.2 Ms Thomas asked if there were high numbers of students leaving the school mid-year and Mrs Williams replied that numbers were low and all had valid reasons. Mr Purrier commented that there were 27 new joiners in Year 9 this year, which was very positive as this was a year group that was concerning.

3.2.1 Mr Collard (Committee Chair) summarised the points covered in the Resources and Management Committee meeting on 8 June 2023:

- Mr Collard referenced the recent school cyber-attack and informed trustees that whilst the most recent cyber report was reviewed by the committee, Mr Bentley and Mr Clare were unable to present to the committee and that this would be rescheduled. Mr Collard informed trustees that the most recent report was thorough and formed part of Mr Clare’s degree submission. It was also noted that prior to this the risks identified by SBS had been reviewed and RAG rated. Mr

Collard explained that meetings were taking place at school regarding the impact and recovery of the cyber-attack and that a new server was being built, laptops were all being re-imaged in line with the insurers instructions and that the impact on operations and learning and teaching was being mitigated by systems that SLT were implementing on a daily basis.

- Mr Collard informed trustees that the School Rebuilding Project was progressing and that a large temporary accommodation proposal was being considered by the project team, which would shorten the actual build time to 2 years. It was noted that the CLC building was not currently in scope.
- The trustees noted that Mr Lamb had scheduled meetings with TLR holders in June as part of the TLR structure review.
- Mr Collard informed trustees that the budget had been discussed in detail and that the main risks were the imminent pay award and the gas renewal costs.
- It was noted that a review of the lettings costs had taken place and that an increase was being implemented from September 2023.

3.2.2 Mrs Williams asked if notice had been formerly given to the LA with regard to the termination of the CLC lease and Mr Lamb confirmed that this would be completed before the end of term.

ACTION: Ms Roberts to ensure that termination of the CLC lease is sent to the LA.

3.3 Mr Jones-Owen (Committee Chair) summarised the points covered in the Stakeholder Committee meeting on 27 April 2023:

- School Council had presented to the committee outlining their recent work and requests.
- The committee received a SEND Update from Ms Ladas(SENDCo) including an overview, support provided to students, funding and the team members.
- Mr Lamb had provided an update on the SEF and recruitment.
- A detailed update with regard to the school's work on EDI was provided by Mr Applewhaite. Mr Cathline commented that it would be helpful for trustees to receive a general update as to the progress made this year as he felt that progress was sometimes slower than expected. It was noted that Ms Graham was continuing to work with the school on its EDI objectives.
- The committee received a sixth form update and a more proactive marketing campaign was agreed.
- It was noted that the FECS committee had been disbanded and that a re-launch would be taking place in September 2023. Mr Jones-Owen commented that Mr Walker (Old Boy) would support the school.

ACTION: EDI Update to be added to the Full GB agenda in September 2023.

3.4 Mr Cathline (Committee Chair) summarised the points covered in the Standard's & Achievement Committee meeting on 22 June 2023:

- Mr Cathline explained that the data reports had been refined and that trustees were now receiving detailed reports, which were greatly appreciated.
- It was noted that two Assistant Headteachers had been appointed, starting in September 2023 and that the role advertised would be split (Assessment/Reporting and Pupil Premium/Academic Intervention).

- The effects on learning and teaching as a result of the cyber-attack were discussed and the processes/work arounds being put in place to mitigate the impact.
- KS3, 4 & 5 data had been reviewed and it was noted that there are strategies in place to address current underperformance, with quality first teaching cited as the most effective way of improving student outcomes.
- Following discussion, Year 12 target setting would be reviewed in 2023/24 to ensure that they are aspirational.
- Effectiveness of Easter intervention sessions was discussed and it was noted that attendance at the sessions was good overall and that the “EAR” sessions were well received.

5. Chair’s Update

5.1 Mr Jones-Owen informed trustees that the newly appointed parent and staff trustees had attended a number of meetings and it was agreed that they would sit on the following committees from September 2023:

- Mr Lovett – Admissions & Behaviour and Resources and Management
- Mr Bird – Standards & Achievement and Resources and Management
- Ms Brown - Admissions & Behaviour and Standards & Achievement
- Mrs Demir - Standards & Achievement

5.2 Mr Jones-Owen informed trustees that he had recently attended the Herts for Learning Chair’s Briefing (and that the presentation had been circulated for information). The main themes were outlined, which covered a number of topics including Ofsted inspection framework, safeguarding updates, governing body diversity and complaints.

5.2.1 Mr Collard commented that KCSIE references filtering and monitoring in schools that the trustees need to ensure that a clear process/structure is in place for September 2023.

ACTION: Mr Lamb to provide assurance of the systems/processes in place to meet with requirements of KCSIE regarding filtering and monitoring.

5.3 Mr Jones-Owen informed trustees that they will be required to read the 2023 KCSIE and complete the Educare Child Protection Refresher modules.

ACTION: Mrs Culora to circulate the Educare link to all trustees.

5.4 The draft trustees calendar was circulated ahead of the meeting. It was agreed that the trustees would have scheduled meeting slots for parents’ evenings as this was well received this year.

ACTION: Trustees to confirm to Ms Field which parents’ evenings and school events they are able to attend for 2023/24.

5.4.1 It was noted that the “Meet the Tutor” evening needed to be added to the calendar (19 September).

ACTION: Ms Field to add Meet the Tutor” evening to the calendar (19 September).

- 5.5 Mr Jones-Owen informed trustees that business interest forms will need to be completed in September 2023 and any changes thereafter need to be notified to Ms Field.
- 5.6 Mr Jones-Owen reminded trustees that the election for Chair and Vice-Chair would take place in September and that Ms Field would circulate the relevant information in due course.
- 5.7 Mr Jones-Owen informed trustees that a parent trustee election would take place in September 2023 in line with the school's articles of association.

6. Headteacher's Update

6.1 SEND Update

- 6.1 Mr Lamb informed trustees that he had attended a recent meeting regarding school SEND funding and that the LA are legally required to fund section F of EHCPs, which would be a considerable increase for all schools (in the region of £6m). It was noted that the LA are undertaking a SEND review at present and that the report would be circulated in due course.

ACTION: Mr Lamb to provide an update with regard to SEND funding at the next Resources and Management meeting for further discussion.

6.2 Successes, Challenges and Developments

- 6.2.1 Mr Lamb explained that the school had formed a partnership with St Ignatius, St Annes and Finchley Catholic to deliver focussed reviews utilising SLT members (Headteachers and Deputy Headteachers) alongside an Ofsted Inspector. It was noted that the only cost associated with the project was the Ofsted Inspector.
- 6.2.2 Mr Lamb outlined the successes for the year, as follows:
- Curriculum discussions with HoDs showed real understanding of curriculum planning.
 - Two Assistant Headteacher appointments to SLT – Ms Demir to improve our assessment practice to ensure data that we get and use is meaningful and Mr Marshal to be responsible for PP and interventions.
 - 180 boys confirmed for next year's year 7 (2023) with 8 boys on the waiting list
 - Summer Observation Cycle that has been really pleasing so far, with learning and teaching in each lesson being good to outstanding.
- 6.2.3 Mr Lamb outlined the challenges for the year, as follows:
- Recruitment to some positions TAs, HLTAs, Science teacher and Geography teacher.
 - Cyber-attack and the operational impact.
- 6.2.4 Mr Lamb outlined the developments for the year ahead, as follows:
- The phasing of the School Rebuilding Project could be done quicker with extensive temporary accommodation on the front field.
 - OFSTED's new timeframe for inspections indicates we will not be inspected in the academic year 23/24.

- All lessons to start with the DNA slide and the activity is based around information retrieval from prior learning.

6.3 Cyber Attack

- 6.3.1 Mr Lamb explained that the impact of the cyber-attack remained considerable and that systems/processes were being adapted as required. It was noted that the school's information management system (SIMS) remained inaccessible (with paper registers being used) and that portable 5G devices had been purchased as access to the School's internet was not possible.
- 6.3.2 Mr Lamb reassured trustees that the recovery from the cyber-attack was being managed by SchoolCare and that the insurers were being involved at all stages to ensure compliance and future proofing.
- 6.3.3 Mr Lamb informed trustees that an investigation into the cyber-attack was progressing and that a forensic "deep dive" was being undertaken by the insurers.
- 6.3.4 Mr Lamb informed trustees that a new server had been purchased as a cost of £14k and Mr Jones-Owen proposed that any costs requiring sign off over the summer break be delegated to Mr Lamb, Mr Jones-Owen, Mrs Williams and Mr Collard. The trustees agreed.
- 6.3.5 Mr Bird asked whether governors' data had been compromised and Mr Lamb confirmed that as forms of ID were stored electronically, it was possible that these had been accessed. Mrs Culora confirmed that DBS certificates were not held by the school.
- 6.3.6 Mr Bird asked if former students had been contacted to make them aware of the data breach and Mr Lamb confirmed that the school had not been asked to do this by the DPO or ICO.
- 6.3.7 Mr Jones-Owen acknowledged the amount of additional work that had been undertaken in order to keep the school open and asked that the governing body's thanks be passed on to staff.

ACTION: 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

6.4 School Rebuild Project (SRP)

- 6.4.1 Mr Lamb reported that the SRP was progressing well and that the school was working to finalise the School Specific Brief (SSB), which would be circulated in due course.
- 6.4.2 Mr Lamb informed trustees that the SRP involved a significant amount of work and that he was aware that the communication between school, SLT and trustees was key. Mr Lamb commented that he was drafting a job description with a view to appointing a school project manager to facilitate communication between all parties.

ACTION: Mr Lamb to circulate draft job description for SRP project management/communications to trustees for their information.

- 6.4.3 Mr Jones-Owen reminded trustees that if they would like to form part of the school's SRP working party they should email their him to confirm.

ACTION: Trustees who would like to form part of the school's SRP working party they should email Mr Jones-Owen to confirm.

7 Budget

- 7.1 Ms Roberts provided an overview of the budget position for 2022/23 (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. It was noted that the school expected to have a surplus at year end.
- 7.2 Ms Roberts provided an overview of the budget for 2023/24 and it was noted that although the school had forecast an in-year deficit, the cumulative carry forward remained positive due to the current reserves level.
- 7.3 Ms Roberts informed trustees that the in-year deficit was due to an increase in staffing costs with the appointment of a Head of Citizenship and PSHE and two Assistant Headteachers.
- 7.4 Mr Jones-Owen asked if the budget figures included the teachers' pay award and Ms Roberts confirmed that 4% had been budgeted for and that the government were funding 3% so there was no adverse effect on the budget for next year (as the school would need to fund 3.5% and not 4% as budgeted).
- 7.5 It was noted that whilst the school was in a position to be able to use reserves in the short term to off-set an in-year deficit, this could not continue year on year. It was recognised that in-year grants had been issued by the government to aid Covid recovery and to address the financial impact of pension and NI increases.
- 7.6 Mr Collard commented that in previous years, a surplus had been achieved (with a balanced budget set), mainly due to staffing costs being less (due to the inability to replace staff who had left).
- 7.7 Mrs Williams asked if the school would be required to provide an explanation with regard to a forecast deficit to the ESFA. Mrs Culora commented that if a continuing deficit position was forecast, the ESFA would be likely to request a recovery plan.
- 7.8 Mr Collard commented that the amounts budgeted were pessimistic and so there were likely to be savings that could be realised. Mr Jones-Owen commented that the budget is heavily scrutinised by the Resources and Management Committee and was well managed.
- 7.9 Mr Lovett asked if the SRP costs were included in the budget figures. Ms Roberts confirmed that these were not currently included and that indicative costs were being worked on at present. It was agreed that these would be reflected in the budget and that the cumulative carry forward would be amended accordingly.

ACTION: 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 investment.

7.9 The 2023/24 budget forecast was approved.

8. Link Governor Visits

10.1 Link Governor reports were provided ahead of the meeting, as follows:

- Science – Mrs Williams
- Maths – Mr Collard
- MFL – Mr Yilmaz
- Music – Dr Lovell
- Citizenship – Ms Thomas

10.2 Mrs Williams commented how beneficial it was for trustees to visit the school and informed trustees that the main concerns raised by the Science Department were the appointment of a new HoD and staffing.

10.3 Mrs Thomas informed trustees that she recently met with Mr Purrier as there was not currently a HoD, Citizenship and that she would arrange a visit with Mr Thompson in the Autumn term. It was noted that the RSE policy was overdue but that this had been drafted for approval at the meeting.

10.4 Mr Collard, visited Ms Paraskeva (HoD, Maths) and reported that teaching mixed ability lessons at KS3 continued to be a challenge and that due to a lack of staff, split classes had been more difficult to manage. However, it was noted that the department were fully staffed for 2023/24.

10.4.1 Mrs McCall confirmed that KS3 Maths referred to Years 7-9 and that the GCSE curriculum was taught in Year 10 and 11. Mrs Williams commented that there was considerable content to cover.

10.5 Dr Lovell informed trustees that the Music Department was now fully staffed with the appointment of Mrs Green (HoD Music) and that she had recently visited the department, which was very pleasing. The trustees noted that the Music Soiree had taken place last week as well as the annual tour, both of which were a great success.

10.5.1 Dr Lovell explained that the Music team had worked extremely hard this year to support all students, but especially Year 11 and 13, who required significant support and additional lessons to prepare them as much as possible for their public exams.

10.5.2 Dr Lovell informed trustees that Mrs Green was overhauling the KS3 curriculum and that it was felt that this would have a positive impact on KS4/5 in due course.

10.5.3 Dr Lovell informed trustees that Mrs Green was reviewing the scholarship programme and would be delivering an outreach programme of events in 2023/24.

11. Sixth Form Update

11.1 Mr Wragg provided an overview of his report, which had been previously circulated to trustees.

11.2 It was noted that the collegiate system would continue with Enfield County School.

- 11.3 Mr Wragg informed trustees that the transition day went well and that as most of the students had already attended taster day (with lessons being delivered), the focus of the transition day was team building and mental health.
- 11.4 Mr Jones-Owen asked how many girls had attended transition day and Mr Wragg confirmed that 2 had attended but that there had been 29 applications.
- 11.5 Mr Wragg informed trustees that he had received 225 applications to sixth form (made up of existing students and external applicants). Mr Wragg explained that last year 191 applications had been received, which resulted in 110 students on roll in September and it was noted that it was difficult to predict actual numbers for September 2023.
- 11.6 Mr Wragg further explained that the numbers for sixth form would be affected by the GCSE results and the number of students meeting the subject entry criteria. Mr Jones-Owen commented that the school needed to ensure that the criteria was applied consistently to ensure that students were on courses that they were capable of completing. Mr Wragg noted that the sixth form subject criteria would be rigorously applied and made trustees aware that if students (for A Level courses) do not secure at least grade 6 at GCSE, then they would not meet the entry criteria.
- 11.6.1 Mr Wragg made trustees aware that in recent years, around 50% of students secured grades 6 and above to study A Levels and that if this trend continued this year, this would have a direct impact on the number of students who would be able to be admitted to sixth form.
- 11.7 Mrs Williams asked if any male external students attended the transition day and Mr Wragg confirmed that they did not.
- 11.8 Mr Wragg informed trustees that he hosted 6 information evenings for external applicants and that in total, 40 families attended.
- 11.9 Mr Wragg informed trustees that another advertising campaign would be live from 14 August for 2 weeks.
- 11.10 It was noted that the dress code for the sixth form would be smart casual (as approved by trustees at the Strategy Day).
- 11.11 Mr Lovett asked when the exact number of students for sixth form will be known and Mr Wragg confirmed that this will be mid-September. In response, Mr Lovett asked if the budget will reflect this and Ms Roberts confirmed that the 24/25 budget and subsequent budgets will be amended, as required.
- 11.12 Mr Jones-Owen reminded trustees that the results days were 17 August for A Levels and 24 August for GCSEs.

12. Policies

- 12.1 The SEND Policy, which was circulated prior to the meeting, with minimal tracked changes was approved.
- 12.2 The LAC/PLAC Policy, which was circulated prior to the meeting, with minimal tracked changes was approved.

- 12.3 The RSE Policy had been circulated ahead of the meeting and it was noted that this was a newly written policy using guidance from The Key. Mr Purrier informed trustees that a full consultation had taken place with regard to the RSE policy. Following discussion, the policy was approved.
- 12.4 The Attendance Policy had been re-written using The Key as a template. Mr Purrier provided an overview of the policy and informed trustees that the school had “bought back” into the LA’s Educational Welfare Officer (EWO) Service to support the school to improving attendance.
- 12.4.1 Dr Lovell asked if the action plan for attendance would be linked to the school policy and Mr Purrier confirmed that this was correct.
- 12.4.2 Following discussion, the policy was approved.
- 12.5 It was noted that the EDI policy had been previously circulated to trustees in May and that the draft had been published on the School’s website. Mr Wragg confirmed that there had not been any material changes and that the minor changes had been highlighted in yellow for ease of reference.
- 12.5.1 Mr Jones-Owen asked if the current action plan was included in the draft received and Mr Wragg confirmed that it was.
- 12.5.2 Mrs Williams asked if the EDI working party had contributed to the policy and Mr Wragg confirmed that they had.
- 12.5.3 It was agreed that the EDI objectives would be reviewed at the committee meetings throughout the year to ensure progress was made.
- 12.5.4 Following discussion, the policy was approved.
- 12.6 The trustees discussed the Behaviour Policy, which had been circulated prior to the meeting. Mr Purrier informed trustees that a consultation with staff, students and parents/carers had taken place.
- 12.6.1 The main takeaways from the consultation meetings were the need for:
- Consistent application of consequences and rewards.
 - Clear communication.
 - Early identification of students requiring support to meet expectations.
- 12.6.2 Mr Purrier informed trustees that the feedback/observations made by Hannah Hall, Behaviour Consultant, had been included in the policy. Mr Jones-Owen asked if Hannah had reviewed the current version of the policy and Mr Purrier confirmed that she had not but that training needs were being identified with a view to booking for 2023/24. Mr Lamb commented that there was a lot of focus on the policy but that it was what happens in practice that is important.
- 12.6.3 Mr Lamb commented that the revised language shown in tracked changes throughout the document was important as it reflected the School’s trauma informed approach and that this was key in changing the culture of the School.
- 12.6.4 Following discussion, the policy was approved.

13. Any other business

- 13.1 Mr Lamb reminded 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.
- 13.2 Mr Lamb informed trustees that sports day had been a success, and that Dwain Chambers had attended for part of the day.
- 13.3 Ms Roberts informed trustees that the three quotes for the Apple Mac computers had been received and that the best quote was at a cost was £26k for 15 computers. The trustees approved the purchase of the Apple Mac computers for the Music Department.
- 13.4 Mr Purrier thanked the trustees for their support and challenge and conveyed that it had been a pleasure working with the team. He wished Mr Collins the very best in his position of Deputy Headteacher and the school success in the future.
- 13.4.1 Mr Jones-Owen commented that Mr Purrier will be missed and thanked him for his dedication and tremendous support. Mr Purrier's passion and commitment to the school was commended. The governing body wished Mr Purrier all the best for his next chapter.

There being no further business, the meeting closed at 8.55pm.

Summary of Actions:

Actions	Responsibility
Mr Lamb to re-circulate the SEF to trustees	Mr Lamb
Mr Jones-Owen to liaise with Ms Field regarding potential co-opted/community trustees	Mr Jones-Owen
Ms Roberts to ensure that termination of the CLC lease is sent to the LA	Ms Roberts
EDI Update to be added to the Full GB agenda in September 2023	Ms Field
Mr Lamb to provide assurance of the systems/processes in place to meet with requirements of KCSIE regarding filtering and monitoring	Mr Lamb
Mrs Culora to circulate the Educare link to all trustees	Mrs Culora
Trustees to confirm to Ms Field which parents' evenings and school events they are able to attend for 2023/24	Trustees
Ms Field to add Meet the Tutor" evening to the calendar (19 September).	Ms Field
Mr Lamb to provide an update with regard to SEND funding at the next Resources and Management meeting for further discussion	Mr Lamb
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	Mr Lamb
Mr Lamb to circulate draft job description for SRP project management/communications to trustees for their information.	Mr Lamb
Trustees who would like to form part of the school's SRP working party they should email Mr Jones-Owen to confirm	Trustees
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 investment	Ms Roberts