

**Minutes of the Full Governing Body meeting
held on Thursday 14 December 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
Ms P Brown
Mr C Lovett
Mr R Bird
Mr D Normand (newly appointed trustee)

Apologies:

Mr N Churcher
Mrs S Hardy
Ms J Foxley
Mr A Yilmaz

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 N Faverjon, Assistant Headteacher
Ms S Field, Clerk

Absent:

Rev'd Dr S Griffiths

1. Welcome, apologies for absence and declarations of interest

- 1.1 Apologies for absence were received from Mr Churcher, Ms Foxley and Ms Hardy, which were accepted by the Committee.
- 1.2 Rev'd Dr Griffiths were absent from the meeting.
- 1.3 There were no declarations of interest made.

2. Approval of minutes of the meeting held on 14 September 2023 and matters arising not covered on the agenda

- 2.1 The minutes were approved for accuracy.
- 2.2 An update on the actions was provided, as follows:

Action Updates	
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Share line management structure with trustees showing areas of responsibility Update: Mrs Williams commented that this had not been circulated. ACTION: Line Management/SLT Structure to be circulated to trustees by the end of term.
Inform Mr Bentley that trustees had not yet been prompted to change their passwords and that this needs to take place –

<p>Update: The Trustees commented that some had not been prompted to change their passwords as accounts accessed on phones. Mr Jones-Owen reiterated the need to ensure passwords are changed every 90 days.</p> <p>ACTION: Mrs Roberts would speak to Mr Bentley, IT Manager, to ensure that all password resets are activated for trustees.</p>
<p>Circulate the SDP to trustees ahead of the start of the next half term (October)</p> <p>Update: Included on agenda for the meeting</p>
<p>EDI objectives, once finalised, should be reviewed by the Stakeholders Committee</p> <p>ACTION: EDI Objectives to be added to the January Stakeholders Agenda for review</p>
<p>Diversity recruitment training to be undertaken by senior and middle leaders who were likely to form interview panels</p> <p>Update: Taking place in Spring term</p> <p>ACTION: Mr Lamb to ensure that diversity recruitment training is delivered to SLT</p>
<p>Add Accessibility Policy to the next full governing body agenda</p> <p>Update: Mr Lamb confirmed that the policy was compliant and that the objectives would be circulated to trustees in January 2024. Mr Jones-Owen asked if all other policies on the website were up to date and Mrs Culora confirmed that they were.</p> <p>ACTION: Add Accessibility Policy Objectives to next GB agenda</p>
<p>Sixth form uniform policy to be amended to allow hoodies</p> <p>Update: It was noted that the published information was not the same as agreed by trustees. Noted that this will be discussed under the agenda.</p> <p>ACTION: Mr Wragg to review and ensure correct version of sixth form uniform is published.</p>
<p>Add retention of sixth form students (from year 11) to the December Standards and Achievement Committee meeting</p> <p>Update: Discussed at the Standards and Achievement meeting in December 2024</p>
<p>Trustees to read KCSIE and to confirm to Ms Field once this had been actioned</p> <p>Update: Completed</p>
<p>Add School Rebuilding Programme as a standing item to Full GB agendas</p> <p>Update: Completed. Mr Jones-Owen informed trustees that the SRP would be discussed in detail at the Strategy Day in January 2024</p>

3. Committee Updates

3.1 Admissions, Attendance and Behaviour Committee

3.1.1 Mrs Williams provided an overview of the items discussed at the last committee meeting on 19 October 2023:

- New Year 7 students for September 2023 (currently 178 students).
- Open evening had been delivered well and good feedback had been received.
- Discussed current marketing/advertising of the School (noting the significant increase).
- Sixth form girls had settled well and presented to committee.
- Year 6 recruitment had been reviewed and discussion took place regarding the honorarium position for outreach with primary schools and the plan to develop this further in 2024.
- Reviewed Year 11 retention and it was noted that many students left the school this year to

attend other local schools, which was disappointing. Also noted that due to rigorous criteria for courses, some students were unable to remain at the school.

- Attendance was discussed, with an update on tracking/monitoring. It was noted that the school is above national average on all areas.
- An overview of the new Classcharts school system was provided.

3.2 Resources and Management Committee

3.2.1 Mr Collard provided an overview of the items discussed at the last committee meetings on 5 October and 30 November 2023:

- Focus on cyber security and the recovery plan/future security of school systems. The action plan was reviewed by the committee with clear actions and deadlines. It was noted that the school was protected as far as possible against future attacks and that significant work had been completed to ensure that rigorous systems and processes have been implemented with the support of external services.
- Internal scrutiny reports were reviewed and actions discussed. It was noted that these reports are very detailed and support the school to ensure compliance and best practice.
- The budget for 2024/25 had been reviewed in detail by the committee and was currently in line with the forecast in July 2023. However, Mr Collard had raised his concerns with regard to the 2024/25 and 2025/6 budgets as a deficit was forecast, which is not a position the school has been in before. It was noted that the committee would be closely monitoring the budget. Mrs Roberts commented that the forecasts were “worst case” scenarios and that these would be amended as more information is known with regard to funding and expenditure. Mr Lovett asked if there was a reduction in income due to the rebuild and Mr Collard confirmed that there were some rental losses expected. Mr Jones-Owen commented that the strategy day would be looking at this in more detail in addition to the marketing/PR and logistics of the new build, which is anticipated to start in January 2025.
- The end of year audit was discussed and Mr Collard advised that this had been successful. It was noted that this was on the agenda for further discussion. It was agreed to bring forward the accounts approval (see 3.3 below).

3.3 Annual Accounts and Management Letter 2023

3.3.1 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.

3.3.2 Mr Collard explained to trustees that on page 7 of the management letter, the school’s overall financial position was detailed in its most simplest form and was split between restricted and unrestricted funds.

3.3.3 The trustees noted that the school spent 98% of its restricted income during the year, resulting in a restricted carry forward of £87,723.

3.3.4 Mr Collard explained that the school’s unrestricted income totalled £492,371 and that expenditure was £246,185 resulting in an in-year surplus of unrestricted funds of £246,186.

3.3.5 The trustees noted that the unrestricted carry forward amount to 2023/4 was £1,555,562. It was noted that the school would need to invest in the new build project and that this was accounted for in the budget forecast figures for 2025/6 onwards.

3.3.6 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. An update on each of the management points and advised the trustees of the actions being taken to address the issues raised, as follows:

- The website/GIAS/Companies House were not consistent with regard to governance and Mrs Roberts confirmed that she would liaise with Ms Field to ensure that this was up to date.
- Trustee business interest declarations need to be completed annually and updated throughout the year if there are any changes. Trustees noted the importance of this and Ms Field will remind trustees of their obligation to do this throughout the year.
- It was noted that the End of Year Certificate (pension regulation) had not been completed by the deadline, but that this had now been rectified.
- The scheme of delegation and the finance policy to be reviewed to ensure that they are consistent. Mrs Roberts advised that this is currently under review and will be approved at the next Resources and Management Committee.
- There was an issue regarding the process of signing off on gifts, which has been rectified.
- All Debtors, Creditors and Income must be posted to appropriate nominal codes throughout the year that reflects their origin and restriction status.
- A recommendation made by the auditors was to dispose of items with nil net book value from the fixed asset register if they are no longer in use or to review the depreciation accounting policy to align with the use of the asset class. It was noted that the school did not agree with this recommendation and that no further action was being taken at present.

3.3.7 Mr Collard informed trustees of the outstanding issues, which were outstanding at the time the management letter to trustees was produced, as follows:

- Details of close family for trustees
- Employee details for 1 employee
- Updated wording in Trustees' report and Governance statement

Mrs Roberts confirmed that all items had now been completed.

3.3.8 The trustees noted the emerging issues noted in the management letter.

3.3.9 The accounts were approved by the governing body.

3.3.10 Mr Jones-Owen stressed the importance of the accounts and finances of the school, especially as a single academy trust. Mr Jones-Owen commented that it was a testament to Mrs Roberts and previously Mrs Culora that the finances have been managed well and thanked the finance team for their work on a successful audit.

3.4 Stakeholders Committee

3.4.1 Mr Jones-Owen provided an overview of the items discussed at the last committee meeting on 21 September 2023

- First female students enrolled in sixth form provided the committee with an update on their

first few weeks at the school and Mr Wragg facilitated a Q&A session, which was insightful and very positive. Mr Jones-Owen commented on the need to keep the momentum going with regard to admissions into sixth form and thanked the sixth form team for all of their work to date. It was noted that the dynamics of having girls in the sixth form has been very positive.

- The school alumni “Old Boys” was discussed and it was noted that this would be developed to increase membership.
- A new staff association had been set up, led by staff.
- Discussions regarding the use of the CLC moving forward had formed part of the rebuild project and it was noted that this would form part of the strategy day agenda in January 2024.
- The rigorous application of sixth form course criteria and its impact were discussed and it was noted that the school was committed to ensuring that all students were on the right courses to ensure their success. The budget implications of this were noted and that over the next 2-3 years, the vision is for the student numbers to grow to deliver a high performing sixth form.
- The collegiate arrangement with Enfield County would continue and the school were working to improve the collegiate arrangement although both schools are now co-ed.
- A detailed Wellbeing Update was delivered by Mrs Culora and Mr Jones-Owen commented that the school was a “market leader” with regard to the pastoral support provided and encouraged trustees to read this report.
- Progress on the EDI objectives had been good with some excellent work being delivered by the school. Mr Jones-Owen thanked Mrs Faverjon for her work on this and specifically recognised the excellent delivery of the black history month activities.
- The committee received an update from the School Council, which was insightful and where the students presented very well. It was noted that Mrs Williams needs to be invited to all future school council meetings.
- It was noted that the FEGS Committee was being reformed, with interest from Year 7 parents.

3.5 Standards and Achievement Committee

3.5.1 Dr Lovell provided an overview of the items discussed at the last committee meetings on 12 October and 7 December 2023:

- It was noted that the Committee had met twice during the Autumn term.
- The October meeting had focussed on GCSE and A Level results. Dr Lovell commented that the school had achieved a positive progress score, which was excellent and that there were some subjects that were a cause for concern. It was noted that the school were addressing areas of underperformance and that these plans had been discussed in detail with the Committee. Dr Lovell informed trustees that the A Level results were disappointing but that the grade boundaries had changed significantly, which did negatively affect our students’ grades. It was noted that there were other contributing factors and that the school had identified areas of weakness and that these were being addressed with a view to improving grades next year. It was noted that the focus had been more on GCSEs as the predictions for A Level were not concerning.
- The school was identifying students in need of additional academic support earlier and that interventions were already in place.
- The lack of consistency of assessments had been a recurring item and the school have new processes to ensure that students are being assessed accurately to provide meaningful data that can be analysed to improve learning and teaching.
- MFL was a subject of concern with regard to their outcomes and a deep dive would be taking place to better understand their barriers to success.
- Year 13 data is looking strong at present but the leadership team are being cautious and

analysis of the trial exams data will help to identify weaknesses.

- Year 7 CAT scores were discussed and produced some insightful data. It was noted that there was big gap between PP and non-PP CAT scores as well as reading ages. Mrs McCall commented that a new phonics programme had been purchased and is being rolled out this year. The trustees acknowledged the challenge of narrowing this gap at GCSE level.
- Year 9 data is very positive and the curriculum team are reviewing reasons as to why there is no gap between PP and non-PP students in this year group to help inform future strategies.
- The Committee received a presentation from Mrs Kotecha, Head of Science, in the form of a SWOT analysis and looked at plans to improve the department.
- Concerns were raised with regard to the delivery of the PE curriculum and the scholars programme and that plans to improve the department would be a focus of the committee. Mr Lovett asked what the concerns in PE were and Mrs McCall replied that GCSE results were poor and that there did not seem to be a clear vision for the scholars programme. As the PE trustee, it was agreed that Mr Lovett and Mrs McCall would meet outside of the meeting to discuss this in further detail with Mr Kendrick, Director of Sport.
- SMART subject targets for students had been implemented in the Autumn term. The process is being refined based on feedback from staff and will be reviewed once a full cycle has been completed.

3.5.2 Mrs Lovell thanked the curriculum team for all of their hard work and continuous strive for improvement.

3.5.3 Dr Lovell provided an overview of her trustee link report for Music, which had been circulated to the Committee ahead of the meeting.

3.5.3.1 It was noted that Ms Green had a very positive start in her position of Director of Music and that the department was energised and working well as a team.

3.5.3.2 Dr Lovell informed trustees that Ms Green was working to ensure that the music department was inclusive and that PP and non-PP students had access to extra-curricular music, with subsidised lessons for PP students as an example.

3.5.3.3 Dr Lovell explained that Ms Green is developing the scholars programme to attract more students and to also award “in-year” scholars to those demonstrating an aptitude and commitment to music.

3.5.3.4 Dr Lovell outlined the primary school outreach plans that Ms Green would be delivering this year including performances and workshops.

3.6 Mr Jones-Owen reminded trustees of the importance of their link visits and encouraged all trustees to ensure that they completed their visits this year.

4. Chair's Update

4.1 Mr Jones-Owen informed trustees that the discussions at the January Strategy Day would include the School Rebuilding Project, future use of the CLC, Sport & Music Scholarship Programme and Sixth Form. Mr Jones-Owen commented that it was important for the trustees to have input on the agenda for the day and that if there were specific items that they would like on the agenda, to email him directly.

ACTION: Trustees to email Mr Jones-Owen with items that they would like to be included on the Strategy Day agenda.

4.2 The current trustee link role vacancies were discussed and the following agreed:

- PE – Mr Lovett
- Ms Brown – Pupil Premium
- ADT – Mr Bird
- Computing – Mr Bird
- PSHCE & Wellbeing – Ms Thomas

4.2.1 It was noted that there were some departments without a link trustee – English and Geography and that if any trustees felt able to fulfil this role that they should email Mr Jones-Owen directly. Mr Normand expressed an interest in working with the PE department.

ACTION: Trustees to email Mr Jones-Owen if they would like to take on the role of English or Geography Link Trustee.

4.3 Mr Jones-Owen explained that for Parents' Evenings, a slot was available for parents to speak to a trustee and that volunteers were needed. It was agreed that trustees should email Ms Field to confirm their availability to attend Parents' Evening (online).

ACTION: Trustees to email Ms Field to confirm if they can attend any online Parents' Evenings.

4.4 Mr Jones-Owen reiterated the importance of completing the business interests forms and the requirement to ensure that these are updated should there be any changes throughout the year.

5. Headteacher's Executive Update

5.1 Mr Lamb provided a written report that had been circulated prior to the meeting, which detailed the successes and challenges of the Autumn term, as follows:

- Internal scrutiny and the annual audit had been completed with recommendations and actions completed.
- Following a review of assessment and reporting, new processes and more rigorous assessments are being put in place.
- Recruitment of additional SLT members has had a positive impact and allowed the school climate to be managed more effectively
- School fundraiser to support our families initiated, resulting in 32 laptops being provided to our students.
- 1st choice and 2nd choice numbers for Yr7 (September 24) have increased compared to previous years following an increase in marketing and successful open evenings.
- Issues in Enfield Town involving some of our students were disappointing but forging good relationships with businesses in the Town, which is positive.
- Staff absence has been difficult to manage with sickness absence and an increase in school trips and interhouse competitions.
- The school budget 5 year forecast (worse case scenario) is not positive with cumulative deficits. However, the budget will be closely managed and savings made as required to ensure financial stability.
- The DfE informed the school that a temporary single site will be created for the duration of the new build, which whilst positive, creates some challenges for the school in terms of

timetabling and changes to the structure of the school day. It was noted that feedback had been received on the pre-planning application and that the DfE team were working on this at present.

- There were no further developments with regard to the data breach and no further data had been “leaked” on the dark web. Mr Lamb explained that the restructure of the IT team was on hold at present and that the services of a consultant would be sourced in the short term, ahead of the move to a single site due to the rebuild programme.
- It was noted that the SEF was an evolving document that is reviewed and RAG rated by the Senior Leadership Team. Mr Jones-Owen commented that this will be looked at during the Strategy Day with the SDP (which had been circulated for information to trustees).

4.4 Mr Lamb proposed the introduction of a summer uniform with black shorts and a black or white polo shirt (with logo).

4.4.1 Mr Bird asked if the uniform would be optional and Mr Lamb confirmed that it would be and that students could continue to wear trousers and a shirt if they preferred to.

4.4.2 Dr Lovell commented that the uniform policy needed to be consistent and that there were different references to socks, which was confusing. It was agreed that the wording for this should be “black or grey socks”.

4.4.3 Dr Lovell asked if the students could wear the white polo shirt with black trousers and Mr Lamb confirmed that this would be permitted.

4.4.4 Mrs Williams commented that there seemed to be a “hanging sentence” that read “large or offensive logos or emblems. Demin and” which needed to be completed.

4.4.5 Mrs Williams raised whether hoodies are being worn in school as the policy stated that they are not permitted. It was noted that sixth form students are allowed to wear hoodies (with the hood down at all times inside the school). Staff were asked if there was an issue with students wearing hoodies in school and Mr Pieri replied that there have not been any issues with regard to hoods being worn inside and that, on the whole, the students’ are smart/casual in the appearance as required.

4.4.6 It was noted that the sentence regarding coats needed to be amended as it was not clear (“Dark coloured overcoat without leather coats or jackets are not allowed”).

4.4.7 Mr Collins suggested that the requirement for sixth form students to wear lanyards should be at the top of the listed items due to the safeguarding implications.

ACTION: Mr Collins to amend the uniform policy and ensure correct version is on the school website.

ACTION: Mr Lamb to inform parents/carers of the new summer uniform option.

4.5 Mr Lamb reminded trustees of the alumni event, Jingle and Mingle, and the annual Prize Giving event that all trustees were invited to attend.

5. Policies

- 5.1 The uniform policy was agreed subject to the amendments (see item 4.4 above)
- 5.2 Mrs Roberts informed trustees that there were no changes to the Whistleblowing Policy and that this was an LA adopted policy. The trustees approved this policy.
- 5.3 Mr Lamb informed trustees that the Accessibility Policy was compliant and up to date but that the objectives were being finalised. The trustees approved this policy.

ACTION: Mr Lamb to circulate the Accessibility Objectives to trustees.

6. Any other business

- 6.1 Mrs Underwood conveyed her thanks to the school for their quick response following a mugging incident involving her son.
- 6.2 Mr Lamb thanked the trustees for all of their hard work and commitment to the school.
- 6.3 Mr Collins informed trustees that the structure of the school day would be changed from January 2024 to include a longer form time in the morning, with a shorter form time at the end of the day. The trustees noted that the reason for this was to ensure that a quality session could be delivered at the start of the day, with a check in at the end of the day. Dr Lovell asked when assemblies would take place, and Mr Collins confirmed that these would be at the start of the day. The trustees agreed with the change to the school day timings.
- 6.4 Mrs Roberts informed trustees that the end of year budget position was positive and that there are no concerns with the current budget, which is in line with the forecast for 23/34.

There being no further business, the meeting closed at 8.20pm

Summary of Actions:

Action	Responsibility
Line Management/SLT Structure to be circulated to trustees by the end of term.	Mr Lamb
Liaise with Mr Bentley, IT Manager, to ensure that all password resets are activated for trustees	Mrs Roberts
EDI Objectives to be added to the January Stakeholders Agenda for review	Clerk
Ensure that diversity recruitment training is delivered to SLT	Mr Lamb
Add Accessibility Policy Objectives to next GB agenda	Clerk
Mr Wragg to review sixth form uniform policy and ensure correct version of sixth form uniform is published	Mr Wragg
Trustees to email Mr Jones-Owen with items that they would like to be included on the Strategy Day agenda	Trustees

Trustees to email Mr Jones-Owen if they would like to take on the role of English or Geography Link Trustee	Trustees
Amend the uniform policy and ensure correct version is on the school website.	Mr Collins
Inform parents/carers of the new summer uniform option.	Mr Lamb
Mr Lamb to circulate the Accessibility Objectives to trustees	Mr Lamb