



Enfield Grammar School

Full Governing Body

Minutes of the meeting held on 11 July 2024

Present:

Mr C Lamb, Headteacher
Mr G Jones-Owen, Chair of Governors
Mrs A Williams, Vice Chair of Governors
Mr P Collard
Mr C Lovett
Mr R Bird
Mr D Normand
Ms B Sumsion
Ms J Surujpaul
Ms L Jefferson
Mr N Churcher
Mrs S Hardy
Ms J Foxley
Ms M Thomas

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

Absent:

Rev'd Dr S Griffiths

Apologies:

Ms N Faverjon
Ms P Brown
Dr H Lovell
Ms S Field, Clerk

1. Welcome, apologies for absence and declarations of interest

- 1.1 Apologies for absence were received from Ms Faverjon, Dr Lovell and Ms Brown, which were accepted by the Committee.
- 1.2 Rev'd Dr Griffiths was absent from the meeting.
- 1.3 There were no declarations of interest made. Mr Jones-Owen reminded trustees to update their declarations of interest with the Clerk, should these arise throughout the year.
- 1.4 Mr Jones-Owen informed the Governing Body that Mr Pieri had accepted the role of Associate Deputy Headteacher at Heron Hall. Mr Jones-Owen thanked Mr Pieri for his dedication and contribution to the School and wished him well for the future.
- 1.5 Mr Jones-Owen presented a plaque to Mr Collard that will be placed in the Maths corridor in recognition of thirty years' service at the School, commenting on his immense achievements.

2. Approval of minutes of the meeting held on 21 March 2024 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	Update
SLT and trustees to provide feedback to Ms Field regarding link trustee roles and document to be	Completed



Minutes of the meeting held on 11 July 2024

finalised ahead of the next GB	
Clerk to add CLC usage to the next Stakeholders meeting agenda	Completed
Mr Collins to provide a copy of the safeguarding report to Mrs Williams	Completed
Ms Roberts to produce an absence report for the next GB meeting	Completed
Mr Lamb to send a letter to parents to inform them of the introduction of the summer uniform	Completed
Mr Normand to email the details of the trust and IT company to Ms Field, who will pass this information to Ms Roberts for consideration.	To do
Line Management/SLT Structure to be circulated to trustees by the end of term once amendments made	Mr Lamb explained that the SLT structure was being reviewed and amended and that this would be presented at the next GB meeting.
Ensure that diversity recruitment training is delivered to SLT	Mr Lamb informed trustees that a training provider had been sourced and that the training would take place in September 2024.
Accessibility Policy Objectives to be circulated ahead of next meeting for sign off	It was noted that the policy had been previously agreed and that the objectives had been circulated ahead of the meeting. The Governing Body approved the accessibility policy and objectives.
Amend the uniform policy and ensure correct version is on the school website	Completed

3. Committee Updates

3.1 Admissions, Attendance and Behaviour Committee

Mrs Williams informed trustees that safeguarding information would be going to this committee for reference. Mrs Williams explained that at the last meeting the Committee received updates on student numbers and that the 2025 Year 7 was full with 182 offered and that the recent transition day was well attended. Mrs Williams also informed trustees that the numbers for sixth form will not be known until results day. Mrs Williams explained that the committee had also discussed student recruitment strategies including outreach and advertising.

3.2 Resources and Management Committee

3.2.1 Mr Collard informed trustees that the recent committee meeting focussed on two major topics; IT structure and service delivery/options for this moving forward and the school budget.



Minutes of the meeting held on 11 July 2024

- 3.2.2 Mr Collard explained that the committee had received a presentation from Islington Schools ICT outlining the IT provision that they could deliver for the School and that the next step is for a specification to be determined and a full tender process to commence in order to identify the best ICT solution that represents value for money.
- 3.2.3 Mr Collard informed trustees that the current 2023/24 budget and forecast had been reviewed by the committee.
- 3.2.4 Mr Collard informed trustees that different budget scenarios for 2024/5 to reduce staffing and save funding to ensure a more balanced budget and future rebuilding of reserves had been discussed. Mr Collard explained that the committee and senior staff felt that moving to 6 sets was not an ideal solution but noted that we cannot afford to maintain current staffing levels. Mr Collard also expressed that the School cannot submit budgets to the DfE in current state with losses year on year and all reserves being used.

Mr Collard stated that the starting point of a carry forward of £1,500,000 that is referenced in the 2024/5 budget is not correct as the School was currently running at loss of £295,000 so our starting point would be £1,205,000 and not £1,500,000 resulting in a zero balance in 2026. Mr Collard expressed that the committee did not approve the 2024/5 budget and had asked for more work to be carried out on the budget and that a full discussion was required at the Full GB meeting.

3.3 Stakeholders Committee

- 3.3.1 Mr Jones-Owen informed trustees that the committee had welcomed school council students who provided the committee with an update on student voice and initiatives that they had been working on. Mr Jones-Owen explained that the students had been working on the school values project and had created "PRIDE". The trustees were noted that a new reward system linked to merit points was being implemented in September 2025, which is something that the students had voted for along with "Tea with the Head" being reinstated.
- 3.3.2 Mr Jones-Owen informed trustees that the School's zero tolerance approach with regard to discrimination and reporting had been well received by the students and that anonymous reporting boxes were now on both sites.

Ms Thomas joined the meeting

- 3.3.4 Mr Jones-Owen explained that the trustees had a discussion with regard to student access to laptops and damage of equipment and that concerns had been raised with regard to single logins, which had later been clarified by the IT team with assurances provided that students cannot use school equipment unless logged in on their accounts.
- 3.3.5 Mr Jones-Owen explained that the School rebuilding programme was ongoing and that the team were still awaiting planning permission.
- 3.3.6 Mr Jones-Owen informed trustees that the committee had received an EDI update and had provided the 2023/4 RAG rated document for discussion. It was noted that good progress continued to be made with regard to EDI at the School.



Minutes of the meeting held on 11 July 2024

- 3.3.7 Mr Jones-Owen commented that the committee had received a comprehensive update on wellbeing and that data had been shared with governors to show the levels of support being provided to our students.
- 3.3.8 Mr Jones-Owen explained that Mr Wragg had provided a sixth form update and that there had been 133 places accepted and it was noted that there was a pressure for the School to retain and attract sixth form students.
- 3.3.9 It was noted that FEGS was up and running with a new Committee who were keen to fundraise for the School and that Ms Field was working alongside the Old Boys to re-launch and increase membership.

Mrs Williams asked if Year 13 students had signed up to the Old Boys Association and Mr Wragg replied that they were asked to and provided their contact details.

ACTION: Old Boys Alumni update to be provided by Mr Jones-Owen at the next committee meeting.

4. New Governors and Committees

4.1 The trustees approved the following committee memberships:

- Ms Surujpaul – Standards & Achievement Committee and Resources & Management Committee
- Ms Jefferson - Admissions, Attendance and Behaviour Committee and Stakeholders Committee
- Ms Sumsion - Standards & Achievement Committee and Admissions, Attendance and Behaviour Committee

4.2 Mr Jones-Owen informed trustees that Ms Field was currently working on a proposal to reduce the number of link roles and that this would be discussed at the next meeting.

4.2.1 Mr Jones-Owen commented that there were still subject/area trustee vacancies and that trustees should let Ms Field know if they are happy to take on an area of responsibility.

4.2.2 Ms Sumsion agreed to be the Careers Link Governor.

4.2.3 It was noted that it was important for trustees to ensure that they can attend meetings and to let Ms Field know if there are any clashes with the proposed meeting dates.

4.2.4 Mr Jones-Owen commented that the focus of Governor training this term was around complaints and exclusions and that there were now 11 governors who are exclusion or complaints trained.

5. Executive Summary

5.1 The trustees noted the contents of the paper circulated ahead of the meeting.

5.2 School Rebuilding Project



Minutes of the meeting held on 11 July 2024

5.2.1 The trustees noted that 28 July is the determination date and the council have to submit a written response to our planning application and that the meeting which had been scheduled with the planning department had been cancelled by the council as they had not had time to scrutinise the plans. Mr Collard commented that the DfE team are pushing for a meeting ahead of the determination date and that Mr Lamb will be attending to provide an educational perspective on the state of the buildings that planning are wanting to retain. Mr Collard stated that the earliest the single site temporary buildings will be in place is January 2026.

5.3 SDP Priorities

5.3.1 Mr Lamb informed trustees that SLT have worked on the RAG rated priorities for 2023/4 and that this had been shared with the trustees (in the shared drive) and that priorities for 2024/5 have been agreed in the most part and will be fine-tuned following results days in August.

ACTION: Clerk to add School SDP to next Full GB agenda.

5.4 Scholarship Programme

5.4.1 Mr Lamb explained that due to budgetary restraints, he had asked Mr Kendrick and Ms Green to tailor the scholarship programme to reflect current funding and that their “blue sky” plans have therefore been tailored in line with the current budget restraints of the school.

5.4.2 Mr Jones-Owen asked how the School are communicating the scholarship programme to primary schools and Mr Lamb replied that it will be sent to our current parents and those of Year 6 parents who will be attending the School. Mrs Williams suggested that the scholarship programme should be added to the website. Mr Lamb agreed and advised trustees that the information would also be shared with local primary schools when the School delivered outreach projects.

5.4.3 Mr Lovett suggested that the scholarship programmes could be shared via social media.

5.4.4 Mrs Williams asked how much will be budgeted for the scholarship programmes and Mr Lamb replied £2-3k.

ACTION: Mr Lamb to ensure that the school website includes the scholarship programmes for Sport and Music and that the programmes are promoted via social media and school outreach with primary schools.

5.4.5 Mr Collins suggested that the scholarship programmes could be advertised through the School’s sport connections – county teams and leagues.

5.5 Staff Absence

5.5.1 Mr Lamb referenced the challenge of managing staff absence and that last year, there were 810 lost days. Mr Bird asked how this compared to last year and Mr Lamb replied that he did not have this data to hand but that there was not a “sick note” culture at the School. Mr Lamb informed trustees that he felt the school were generous with leave for staff and felt that it was important to strike a good balance to support staff with minimal impact on students. Mr Bird commented that the school must continue to balance staff work/life balance and support with



Minutes of the meeting held on 11 July 2024

the needs of the students and that it should be recognised that there are costs/impact associated with high staff turnover, which the school does not have at present.

- 5.5.2 Mr Collard asked if the high rates of absence were just teaching staff and Mr Lamb replied that the figures included all staff.
- 5.5.3 Ms Surujpaul asked how many cover supervisors the School has and Mr Lamb replied that we usually have three but that we have one at present and are seeking to recruit ahead of the new academic year.

Action: Mr Lamb to ensure that absence data is provided termly at the Full GB meetings.

5.6 Summer uniform

- 5.6.1 Mr Lamb informed trustees that the launch of the summer uniform had been successful and that more boys at lower were wearing them than upper school students.
- 5.6.2 Ms Sumsion suggested that the reluctance of older boys to wear the summer uniform may be because they do not want to wear shorts and school shoes.

5.7 Staffing

- 5.7.1 Mr Lamb informed trustees that four members of staff were leaving the School at the end of August and that all staff had been replaced with the exception of the Assistant Headteacher post.

5.8 Summer Term Successes

- 5.8.1 Mr Lamb explained that the Ofsted visit and dealing with student behaviour outside of school had been the biggest challenges. Chris informed trustees that he had been proactive in dealing with contacts all who make complaints personally to ensure that they have a positive image of the School. The trustees noted the pressure that is on the SLT dealing with behaviour that is challenging.

6. Smiling Boys Presentation

- 6.1 Mr Marshall provided an overview of the project that addresses mental health needs of black boys and challenges negative stereotypes.
- 6.2 Mr Marshall explained that the 8-week course was attended by 15-20 students (video shared with trustees) and that the first cohort finished 2 weeks ago. Mr Marshall informed trustees that the next part of the project is a staff CPD session, which will focus on happiness and what this looks at this through the eyes of young black men, restorative practices, prison pipeline and positive mental wellbeing.
- 6.3 Mr Marshall shared the positive behaviour point data for the boys who attended the project and it was noted that there was a 10% increase in positive points awarded, with one student who had a 300% increase.



Minutes of the meeting held on 11 July 2024

- 6.4 Mr Marshall informed trustees that the next steps for those who attended the course was to embed the programme in their pupil passports and staff training, with ongoing evaluation and adaption.
- 6.5 Mr Marshall shared with trustees that there will be an exhibition of the programme for the parents of the students who took part. Ms Surujpaul suggested that the promotion is wider than parents and Mr Marshall agreed he would look into this further. Ms Williams suggested that the Dugdale may agree to host an exhibition.
- 6.6 Ms Hardy asked if the students who took part were only from Year 10 and Mr Marshall confirmed that it was Years 9 and 10. Ms Hardy asked how the boys were selected and Mr Marshall replied that it was a combination of staff who selected the boys – Mrs Culora, Head of Year, Mr Collins and himself. Ms Jefferson asked if the boys can refer themselves and Mr Marshall confirmed that this was not the case at the moment. Ms Jefferson replied that some boys seem OK but maybe they are not and that maybe self-referral could help identify these boys.
- 6.7 Mr Marshall explained that during the last session, the boys gave their feedback from the and what they would like to see change at the School and it was noted that this will feed into the School's EDI objectives.
- 6.8 Ms Sumsion suggested that the School consider peer mentoring with the boys who attended the project supporting other students.
- 6.9 Mr Collins informed trustees that the School will be introducing student SLTs appointed by both students and staff in line with rebranding the prefect role as a SLT role to promote positive interaction and modelling for younger students.
- 6.10 Ms Sumsion asked if the school had considered running the National Citizenship Project as this could link well with the Smiling Boys Project. Mr Marshall replied that he will look into the initiative.

ACTION: Mr Marshall to look into the details of the National Citizenship Project and discuss with SLT.

ACTION: Ms Faverjon to ensure that the Smiling Boys' feedback is reflected in the EDI objectives.

ACTION: Mr Marshall to determine if an exhibition of the Smiling Boys Project could be hosted in Enfield (possibly Dugdale).

- 6.11 Ms Surujpaul asked how the project will have a positive impact long term and suggested that there needed to be a strategic plan to ensure that it is embedded.
- 6.12 Mr Jones-Owen thanked Mr Marshall for his excellent presentation.

7. Budget

- 7.1 Ms Roberts referred to the budget forecast that had been provided ahead of the meeting and explained that there had not been much movement since the last report and that due to the



Minutes of the meeting held on 11 July 2024

absence of the Finance Team at present, the information shared reflected Period 9 (same information recently presented to the Resources and Management Committee).

- 7.2 Mr Jones-Owen asked what the projected year-end figure was as it was set at -£195k and that, at present, it seemed to be much higher. Ms Roberts replied that she did not have an update on the end of year position as the finance system had not been updated due to the absence of the Finance Team. Mr Jones-Owen asked if the School were confident that the budget would be as forecast at the start of the year and Ms Roberts replied that this is what the School hopes to get back to.
- 7.3 Ms Williams asked about the impact of there being no Finance Team and Ms Roberts replied that there was a 6-week back log at present. Mr Collard asked when the figures needed to be submitted to the ESFA and Ms Roberts replied that the deadline was 31 August. Ms Surujpaul suggested that School Academy Finance may be able to assist and Mr Jones-Owen suggested a company called Count On.
- 7.4 Mr Collard expressed that he was not happy setting a budget deficit of -£660k for 2024/35.
- 7.5 Mr Lamb explained that next year (2024/5) the spend on staffing is 91%, an increase from 80% two years ago but that staff FTEs remained constant so there is no option than setting a deficit but with the assurance that a recovery plan is in place. Mr Collard replied that the current forecast does not reflect this and that the figure is decreasing year on year. Mr Collard also commented that the carry forward amount is wrong as it does not take into account the projected losses for 2023/34 of £195k.
- 7.6 Mr Lamb explained to trustees that they were being asked to approve a deficit of £660k for 2024/25 and that subsequent years would be balanced budgets. Mr Lamb further explained that whilst there was not an agreed recovery plan at present, the SLT would commit to finding ways to build capacity so that we can reduce the teaching staff by 5 and review the sixth form courses, depending on numbers and outcomes. Mr Lamb informed trustees that staff are aware of these difficult decisions and that our current staffing cannot be maintained as the spend on staffing should be 75-85%.
- 7.7 Mrs McCall commented that teaching staff are required to teach up to 42 periods over a two-week timetable and that this will be increased to 43. And that we are not recruiting to a Geography teacher vacancy.
- 7.8 Mrs Williams asked if the School had a costed redundancy plan and Mr Lamb replied that Mrs Culora will be working on this over the Summer and it will be presented to trustees in due course.

ACTION: Mr Lamb and Mrs Culora to present the redundancy proposal to trustees in the Autumn term 2024/5.

- 7.9 Mr Collard asked how the Governing Body can sign off on the budget forecast for 2024/5 and subsequent years as the figures will be different to those presented. Mrs Williams raised her concern with regard to the need to start a redundancy programme and the effect that this may have on sixth form courses. Mr Bird asked why there is such an increase in costs and Mr Lamb



Minutes of the meeting held on 11 July 2024

replied that the current staffing model that was not sustainable. Mrs Culora reiterated that the School cannot maintain a 91% spend on staffing.

- 7.10 Mr Lamb explained that a decision was made last year to overstaff the SLT by one post and that the school have an excellent reputation at the moment and have secured a Good Ofsted. Mr Lamb informed trustees that he did not want to reduce staffing last year as Ofsted was due and that it was not the right time to start the review. Mr Lovett commented that this decision seemed to be a short-term decision and that this was not discussed by trustees. Mr Lamb commented that the School has projected deficits in the past but have come in on budget.
- 7.11 Mr Collard commented that the NI increases and inflation has not helped and that the pay award had a significant impact.
- 7.12 Mr Lamb requested that trustees approve the 2024/5 budget only on the understanding that the 2025/6 budget and subsequent years will be balanced.
- 7.13 Ms Surujpaul asked if the TLRs were being reviewed and Mr Lamb confirmed that this would be done as part of the financial planning.
- 7.14 Mr Collins commented that many staff are on UPS5 and Mr Lamb added that the average salary with on-costs is £86k, which is high with 70-75% of our staff are on UPS5. Mrs Williams commented that the School needed “churn” with a mix of new and existing teachers.
- 7.15 Mr Bird commented that the need to balance the budget and ensure the best experience for students was crucial and that he felt that moving from 7 to 6 sets will make life difficult for all staff and students.
- 7.16 Ms Hardy asked if the budget deficit would be reduced if the School has three Cover Supervisors and Mr Lamb replied that the financial cost to the school for a supply Cover Supervisor is similar to employing a member of staff.
- 7.17 Mr Jones-Owen commented that the School did not to pull the “nuclear” option and that the current forecast is worst case scenario and does not include any additional income which may be announced by the Government. Mr Jones-Owen stated that a lot of schools will be in a worse position and that the School was expecting to see an increase in students in sixth form.
- 7.18 The trustees approved the 2025/6 budget with an in-year deficit of £660k, with the exception of Mr Collard who abstained from the vote.

ACTION: Mr Lamb to ensure that a detailed recovery plan is provided to the Resources and Management Committee at the next meeting.

ACTION: Ms Roberts to provide the trustees with updated projected Year-end figures as soon as possible.

8. Maths

- 8.1 Ms McCall referenced previous discussions where the need to replace the current Finance qualification were conveyed. Ms McCall explained that the current Finance qualification is no



Minutes of the meeting held on 11 July 2024

longer an accredited qualification and that although a core maths qualification had been considered, it was decided that this was not the right pathway.

8.2 Ms McCall explained that there will be a Further Maths GCSE for selected current Year 10 students (period 6 outside of timetable) and these students may then do further maths GCSE.

9. Link Visits

9.1 Mr Jones-Owen referenced the link governor reports that had been circulated ahead of the meeting.

9.2 Ms Thomas asked why iMedia was moving from computing to music and Ms McCall replied that it was just for line management purpose and that the HoD Music works closely with Mr Leverno who delivers this course.

9.3 Mr Bird commented that it was great to visit the school in computing and that the quality of teaching and learning in lessons was excellent.

10. Policies

10.1 The Governors Code of Conduct was circulated ahead of the meeting and it was noted that the policy is based on The Key template. The trustees approved the policy.

11. AOB

11.1 Mr Lamb reminded trustees that the last day of term was Wednesday 24th July and that trustees were invited to the lunch/speeches etc.

11.2 Mr Lamb thanked all governors for their commitment to the school and for the hours that they give in meetings and visits.

11.3 Mr Collard commented that he had suggested the School review the Edulink communication tool. He had sent it to Mike Collins but that he had not heard back. Mr Collins agreed that he would look at the product functions and compatibility.

ACTION: Mr Collins to review the Edulink communication tool.

11.4 Mr Jones Owen thanked school staff and commented that they get to shape and change children’s lives which is an honour and a privilege.

There being no further business the meeting closed.

Summary of actions

Action	Responsibility
Old Boys Alumni update to be provided by Mr Jones-Owen at the next committee meeting	Clerk Mr Jones-Own



Enfield Grammar School

Full Governing Body

Minutes of the meeting held on 11 July 2024

Clerk to add School SDP to next Full GB agenda.	Clerk
Mr Lamb to ensure that the school website includes the scholarship programmes for Sport and Music and that the programmes are promoted via social media and school outreach with primary schools.	Mr Lamb
Mr Lamb to ensure that absence data is provided termly at the Full GB meetings	Mr Lamb
Mr Marshall to look into the details of the National Citizenship Project and discuss with SLT.	Mr Marshall
To ensure that the Smiling Boys' feedback is reflected in the EDI objectives.	Ms Faverjon
Mr Marshall to determine if an exhibition of the Smiling Boys Project could be hosted in Enfield (possibly Dugdale).	Mr Marshall
Mr Lamb and Mrs Culora to present the redundancy proposal to trustees in the Autumn term 2024/5	Mr Lamb Mrs Culora
Mr Lamb to ensure that a detailed recovery plan is provided to the Resources and Management Committee at the next meeting.	Mr Lamb
Ms Roberts to provide the trustees with updated projected Year-end figures as soon as possible.	Ms Roberts
Mr Collins to review the Edulink communication tool.	Mr Collins