

**Full Governing Body
Minutes of the meeting held on 19 December 2024**

Present:

Mr C Lamb, Headteacher
Mr G Jones-Owen, Chair of Governors
Mrs A Williams, Vice Chair of Governors
Mr P Collard
Dr H Lovell
Mr C Lovett
Mr R Bird
Ms B Sumsion
Ms M Thomas
Ms L Jefferson
Ms P Brown
Mrs S Hardy
Ms J Foxley

Absent:

Rev'd Dr S Griffiths

Apologies:

Mr N Churcher
Mr C Marshall, Assistant Headteacher
Ms N Faverjon, Assistant Headteacher
Ms J Surujpaul
Mr D Normand

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
Dr V Currie, Assistant Headteacher
Mr D Wragg, Assistant Headteacher
Mrs C Demir, Assistant Headteacher
Ms S Field, Clerk

1. Welcome, apologies for absence and declarations of interest

- 1.1 Mr Jones-Owen welcomed those present to the meeting.
- 1.2 There were no declarations of interest.
- 1.3 Apologies for absence were received and accepted for Mr Churcher, Mr Marshall, Ms Faverjon, Ms Surujpaul and Mr Normand.
- 1.4 Rev'd Dr S Griffiths was absent from the meeting.

2. Approval of the minutes of the meeting held on 12 September 2024

- 2.1 Mr Jones-Owen explained to the trustees that the minutes of the last meeting were not able to be retrieved from the network.
 - 2.1.2 The trustees noted that at the last meeting the following were discussed/approved:
 - Budget forecast for 23/24 and the setting of the 24/25 budget. It was noted that the budget was approved at a deficit but that a further EGM was held on 22 July to provide further detail with regard to the approved deficit and recovery plan.
 - Chair and Vice Chair appointed.
 - Committee updates provided.
 - SDP and SEF updates provided.
 - Child Protection Policy approved.
 - ECT Policy approved.
 - EDI priorities shared.
 - 2.1.3 The minutes of the EGM held on 22 July 2024 were approved.

3. Committee Updates

3.1 Attendance, Admissions & Behaviour Committee Meeting – October 2024

3.1.1 Mrs Williams provided an update of the Attendance, Admissions and Behaviour Committee meeting, as follows:

- Update on current entry to Yr7 – down to 176 at present.
- Discussed primary schools that we receive the most students from and which schools' outreach should focus on.
- Sixth form – discussed recruitment of students into sixth form and retention of Year 11, with strategies in place to improve this
- Positive Yr6 open evening and subsequent visits.
- Format of sixth form open evening discussed with potential improvements.
- Attendance good in Years 7-11 and new system for sixth form, which was positive.
- Attendance policy and Behaviour policies reviewed.
- Discussed and agreed to fine families for non-attendance due to holidays in term time.
- Safeguarding and wellbeing updates received.

3.1.2 Mr Jones-Owen asked if the school had issued any fines to date and Mr Collin replied that no fines had been issued but that the school will issue these moving forward for holidays in term time in line with the revised policy. It was noted that Ms Jefferson had provided very helpful guidance on this, supporting the school.

3.2 Resources and Management Committee Meeting – 12 December 2024

3.2.1 Mr Collard provided an update of the Resources and Management Committee meeting, as follows:

- Discussion of the school's IT provision, supported by Ms Surujpaul including Google Enterprise and the benefit to school and outsourcing our IT provision which is being considered. It was noted that the school should be in a position in February to make a decision on this significant contract.
- School currently working on its Digital Strategy for the school, which is a target for this year, supported by Ms Surujpaul.
- Performance related pay and the implication of this new approach.
- Budget monitoring.
- Staffing models for 25/26 and beyond to ensure that the school is financially viable and working in an optimum way.

3.3 Stakeholders Committee Meeting – 3 October 2024

3.3.1 Mr Jones-Owen provided an update of the Stakeholders Committee meeting, as follows:

- Three sixth form students attended and provided feedback about their experience of learning in the school. It was noted that they provided very honest accounts not filtered by staff at the school, which prompted further student feedback to help the school identify current issues following disappointing results.
- FEES update – relaunch and new committee now in place. The first event of the year was a Quiz, which was successful. It was noted that there was a new very committed team with plans for future events.
- Student SLT launched in school – overview provided.
- EDI update.
- Introduction of Lyfta in Years 7 and 8 and sixth form.
- Smiling Boys Project – an update was going to be provided at the next meeting as the data was not available. It was noted that the trustees are keen to understand the difference it has made and what the longer term plan was to embed this work in the school.
- Comprehensive update received on wellbeing

3.4 Standards and Achievement Committee

3.4.1 Dr Lovell provided an update of the Standards and Achievement Committee meetings on 17 October and 5 December 2024, as follows:

- Comprehensive data analysis of student progress provided for Year groups provided by SLT, allowing for full discussion at meetings.
- Reviewed 2024 results – it was noted that overall the results were not as good as expected and the school provided analysis of this with strategies to improve for 2025.
- Accuracy of predication and assessment discussed and the school is working hard to address this and improve. Teachers undertaking further training as part of the school's development plan.
- Community languages had been a focus last year and overall successful at GCSE but less so at A Level.
- Identified cohorts data tracked and reviewed (BCRB, SEN, PP).
- Identified further groups to be tracked based on data - BAFR and Bangladeshi as separate cohorts and also female students and collegiate students.
- Key Stage 5 results were very disappointing, and an action plan has been created and is being delivered and monitored. It was noted that there was a significant amount of work involved in delivering this action plan.
- AS Results discussed in detail as these were very disappointing, particularly in Science, resulting in some students re-taking Year 12 and a very small Year 13 cohort.
- It was noted that English and History results were stronger at A Level.
- Identified key skills that needed to be developed, improvements to teaching, learning, and assessment and expectations needed to be higher.
- Rapid Improvement Plans for PE and Computing due to consistently poor outcomes.
- External review conducted in Science (member of staff from Lea Valley).
- Reviewed new Year 7 data – CATs and reading ages, which were in line with the Year 8 cohort. Noted that there was a small gap between PP and non-PP.
- Update on literacy programme and maths literacy intervention now in place (new interventions).

3.4.2 Mr Jones-Owen thanked Lovell for chairing the committee and noted that lots of content and work being undertaken

4. Link report – Maths

4.5.1 Mr Jones-Owen thanked Mr Collard for his report, which had been circulated ahead of the meeting.

The content of the report was noted by the trustees, which had been discussed at the recent Standards and Achievement Committee meeting.

5. Chair's Update

5.1 Mr Jones-Owen explained that the trustees had completed a skills audit to see if there is a particular skill needed to support the school better. Trustees with legal backgrounds were identified as a need and Mr Jones-Owen explained that there were two individuals for the Governing Body to consider.

5.2 Mrs Sumsion commented that the two documents circulated were difficult to compare as one was a statement of interest and the other a CV so it was difficult to have a full understanding of their areas of expertise.

5.3 Mr Jones-Owen commented that there are a significant number of parent governors and this is worth noting when making a decision with regard to appointing another trustee with legal experience.

5.4 Mrs Culora commented that a trustee experienced in education law, would be helpful. Mrs McCall added that experience with SEN would also be useful.

5.5 Following discussion, it was agreed that Mr Jones-Owen would circulate the CVs of the potential trustees for comment.

ACTION: Mr Jones- Owen to circulate CVs of the potential new trustees with legal backgrounds to the trustees for comment.

5.6 Mrs Culora commented that there are a number of parents who are solicitors/lawyers if we need to seek further applications.

6. Headteacher's Report

6.1 School Development Plan

- 6.1.1 Mr Lamb referenced the school development priorities that had been circulated ahead of the meeting.
- 6.1.2 It was noted that the vast majority of the priorities are currently amber with some completed (and therefore green). Mr Lamb explained that this was appropriate as we are only one term into the year and so most of the plans are up and running with more work to do throughout the year.
- 6.1.3 Mr Lamb explained that further work needed to commence with regard to the delivery of the school's careers programme and that the Child Protection audit was due to start in the spring term.
- 6.1.4 Mrs Williams asked if there was an update with regard to the CLC and Mr Lamb replied that Arcadis remain in discussion with the LA with regard to the cost of repair to the building and that Mrs Roberts was managing this.

6.2 School Rebuild

- 6.2.1 Mr Lamb informed trustees that the School Rebuilding project was still at feasibility and that the DfE team would like to appoint a contractor at this stage to develop the plans further and that approval for this approach had been granted this week by the senior leaders at the DfE. Mr Lamb explained that a contractor should be in place by March 2025, at which point the plans will progress more quickly.
- 6.2.2 Mr Lamb explained that the CLC may be taken out of scope but that this was going to be discussed further with the DfE team in due course.
- 6.2.3 Mr Collard commented that planning continues to be an issue for the school and that the DfE are paying additional fees for a consultation process with the LA so that they can work alongside the planning team to determine what is acceptable to try and mitigate rejection.
- 6.2.4 Mr Lovett asked what the current timeframe is and Mr Lamb replied that the build is likely to start in December 2026.

6.3 Staff Absence

- 6.3.1 Mr Lamb informed trustees that there had been 347 days of absence for the Autumn term last year compared to 611 this year (both support and teaching staff) but that when the long term absences were removed (4 teachers and 3 support staff), the numbers were reduced to 263 and 288. The trustees noted that it was positive that the absence is consistent across most staff with some long-term sickness affecting the rate of absence.
- 6.3.2 Mrs Culora informed trustees that she would create a more detailed absence report for the next meeting with comparative data and benchmarking.

ACTION: Mrs Culora to prepare a more detailed absence report for the next meeting with comparative data and benchmarking.

- 6.3.3 Mrs Williams asked if the school was following its absence policy and Mrs Culora confirmed that this was being managed in line with school policy and processes and that a number of staff were on absence monitoring, support was being provided and one member of staff was currently being managed under the formal procedures.
- 6.3.4 Mr Bird asked if student attendance for this period remained good and Mr Lamb confirmed that there was not a correlation with staff and student absence. Mr Bird asked if the school worked with god supply agencies and Mr Lamb replied that we work with three agencies and that this is monitored to ensure that we have the best possible supply staff.
- 6.3.5 Ms Sumsion asked if there had been a dip in behaviour when staff absence is high. Mr Lamb replied that anecdotally behaviour does worsen but that the school had not looked at specific data. Mr Collins commented that there had not been any significant issues but that low level disruption and dysregulated

students tends to increase when supply teachers are used and that this adds to the workload of others as they have to deal with behaviour that is difficult to manage.

6.3.6 Ms Brown asked if the three Year 7 boys who have significant needs are still on roll and Mr Lamb confirmed that they were and that the school were working with these boys and their families to best support them.

6.3.6,1 Mrs Hardy asked whether the TAs should have a more behaviour management role and Mrs Culora replied that staff are receiving ELSA training so that they are more skilled in supporting SEMH students (in addition to the wellbeing mentors).

6.3.6,2 Mrs Sumsion commented that the school can apply for advocates to help support students (via DfE – Diverse Learners). Mrs Culora agreed to look into this further.

ACTION: Mrs Culora to look at the Diverse Learners scheme with the DfE.

6.4 Mr Lamb provided an overview of the successes this term, as follows:

- WOW days – Mr Lamb explained to trustees that the first WOW days of the academic year had taken place, led by McCall and that this had been a great success.
- Recruitment of an overseas teacher from Canada who can teach up to A Level in Maths and Science had been made (two term contract). Mrs Williams asked if all vetting and police checks had been conducted, and Mr Lamb confirmed that all necessary checks had been completed.
- GoFundMe - £3800 raised in donations to date; a real community success.

6.5 Mr Lamb provided an overview of the challenges this term, as follows:

- Recruitment of a SENCo following Ms Ladas departure. It was noted that recruitment in general was very difficult across the country.
- Removal of performance related pay and appraisal and the implications of this in terms of a slightly different approach to managing staff performance and ensuring that they understand this and feel supported but challenged.

7. New school day timings/dismissal

7.1 Mr Collins provided an overview of the paper that had been circulated ahead of the meeting.

7.2 The trustees noted that some changes to the school day had started last year with morning form being extended to 25 minutes and afternoon form reducing to 15 minutes.

7.3 Mr Collins explained that the LA 3-5pm programme that is being delivered did not meet expectations with regard to an after school provision and that the limited offer was mainly being delivered in school hours.

7.4 Mr Collins explained to trustees that afternoon form is not a productive use of time and that due to staff and student movement, this time was often wasted and that for some classes, this time was used to just take the register with no quality time being spent with students. It was noted that this time was not valued by staff or students.

7.5 Ms Foxley commented that moving across the sites to meet a lower form is very rushed and did not add any value. Ms Foxley added that morning form is working really well. Mr Collins stated that the P5 lesson can be used for the afternoon mark.

7.6 Mr Collins proposed that the 15 minutes (currently used for afternoon form four times per week) can be used elsewhere within directed time. Mr Collins suggested that for the spring term this time is given back to teachers for planning/marking etc and that in the summer term one hour per cycle would be allocated to enrichment that staff would deliver.

7.7 Mr Collins shared the staff consultation feedback on shortened day proposal and an example extra-curricular summer term timetable based on what staff feel that they can currently offer.

- 7.8 Ms Thomas asked how the plan may be affected by staff who do not want to offer an enrichment and commented that it may be problematic to give teachers two hours back per cycle and then ask them to use one of these hours to deliver an enrichment in the summer term.
- 7.9 Ms Brown commented that delivering enrichment activities would be good to foster positive relationships but noted Ms Thomas' point about teachers possibly not wanted to do this once they are used to having an additional two hours provided to them for their day-to-day work to be completed. Ms Brown asked what will happen if staff do not want to provide an enrichment and Mr Collins replied that they may be asked to carry out additional duties.
- 7.10 Ms Thomas commented that the slightly earlier finish will not affect the train that students take out of Enfield Town. Mr Collins replied that whilst the number of boys on the trains will not change, the earlier finish will ease the pressure on the buses and the number of students in Enfield Town generally.

Mrs Hardy left the meeting at 19:30

- 7.11 Mr Bird sought clarification as to whether staff will be asked to volunteer for enrichment or if this will be a requirement under 1265. Mr Collins replied that this will be discussed by SLT but that he would like staff to opt in to enrichment activities with students.
- 7.12 Mrs Williams commented that she understood the "dead time" with regard to afternoon registration but asked if the school would be meeting the DfE minimum 32.5 hours. Mr Collins commented that the school was not proposing on removing any learning time. Mr Wragg clarified that our current school week is 34.75 hours at present and that the proposal is going down to 33.75 hours, so in line with DfE guidance. Mr Jones-Owen asked if the school are sure that the new proposal is compliant with DfE requirements and Mr Wragg confirmed that it was (trustees noted the error in the previous school week hours that had been circulated).
- 7.13 Mr Collins informed trustees that he would like an ambitious target of 70% boys to attend an enrichment activity and would ideally like a member of staff to lead on delivering the overall enrichment programme.
- 7.14 Dr Lovell commented that it does not seem equitable if some staff are delivering enrichment sessions and others are not.
- 7.15 Mr Lovett commented that the optional nature of the enrichment seems problematic. Mr Lovett also asked why the school is reducing teaching time when the results are below expectation. Mr Collins replied that teaching time is not being reduced, just the afternoon form time of 15 minutes, four times per week).
- 7.16 Dr Lovell commented that academic interventions are running in form time and suggested that asking staff to deliver enrichment is an extra pressure. Dr Lovell asked if the interventions in form time and after school would still run. Mr Collins replied that interventions would continue to run for identified students.
- 7.17 Dr Lovell sought clarification as to what was delivered in form time. Mr Collins replied that in the morning, the sessions are structured and there is a rolling programme of relevant activities but that the afternoon form time of 15 minutes was just a registration. Mr Bird asked if form tutors can effectively do their job if we remove the afternoon form time. Mr Collins replied that form tutors will still have 25 minutes per day with their forms.
- 7.18 Mrs Sumsion asked if there will be an impact on students attending their detentions if they are not seen by their form tutors who support with this currently. Mr Collins replied that the onus is on the student to attend detentions.
- 7.19 Mrs Sumsion commented that in terms of enrichment we seem to offer less than other schools and that possibly this is a bigger project whereby we have the potential to involve parents and volunteers. Ms Brown commented that the school could also consider involving charities to help deliver a first class provision.
- 7.20 Mr Collins informed trustees that he would like to remove afternoon form after Easter and then plan to deliver the enrichment programme.
- 7.21 Mr Jones-Owen clarified if the school was asking for agreement that from February half term the school day is shortened and in the summer term enrichment will start. Mr Lamb replied that a consultation will need to

take place with parents and students and so approval was being sought to move to the next stage of the consultation with the possibility of making the changes from February half term but noting that this may not be possible and Easter may be more realistic.

- 7.22 Mr Jones-Owen asked for a show of hands for all those in favour of the new proposal. All trustees were in favour except Mr Lovett who voted against.
- 7.23 Dr Lovell commented that it needed to be explicit as to what was in 1265 so teachers had a full understanding.
- 7.24 Mr Jones-Owen requested an update be provided at the next Full GB meeting and a review to be undertaken at the end of the school year.

ACTION: Mr Collins to ensure that the effectiveness of the change to the school day is monitored and to provide an update at the next two Full GB meetings.

ACTION: Clerk to add "Change to School Day Consultation" to the next Full GB agenda and "Effectiveness of Change to School Day and Next Steps" to the following Full GB agenda.

8. Finance and Operations Update

- 8.1 Mrs Roberts informed trustees that the review of the current IT provision and the outsourcing of this is in progress and that a full tender will be undertaken.
- 8.2 Mrs Roberts referenced the budget update that had been circulated ahead of the meeting and that income and expenditure was in line with expectations in term 1.
- 8.3 Mrs Roberts informed trustees that the accounts return had been submitted and that the annual audit had been completed, with the accounts being prepared by Price Bailey.
- 8.3.1 Mr Collard provided a summary of the accounts and management letter prepared by Price Bailey, which had been circulated to the trustees ahead of the meeting.
- 8.3.2 The trustees noted that there was a deficit of £134,880 (unrestricted funds) resulting in a cumulative carry forward of £1.4m and that this was better than the forecasted £198k loss. It was also noted that due to an accounting transfer of £396k, there was £0 carry forward.
- 8.3.3 The trustees reviewed the management points raised by Price Bailey and the associated commentary. It was noted that the audited TPS had not been submitted on time but that this was not categorised as critical.
- 8.3.3.1 Mr Collard drew attention to the priority two management point and commented that this was due to shortage of staff in finance department and acknowledged that Mrs Roberts had to undertake the work of the finance team, it was noted that once there is a full staff again, this will not be an issue. Mr Collard thanked Mrs Roberts for all her hard work this year, and especially in the latter part of the year when the finance staff were significantly reduced.

Mrs Jefferson left the meeting at 8.03pm

- 8.3.4 It was noted that one business interest form was not submitted by a trustee. Mr Jones-Owen reiterated the importance of trustees completing these forms and any subsequent updates during the year.
- 8.3.5 The emerging issues identified by Price Bailey were noted.
- 8.3.6 Following discussion, the trustees approved the annual accounts.

9. Policies

- 9.1 It was agreed that all changes are tracked and if there are significant movements then a covering note will be provided by the relevant SLT member.
- 9.2 **Appraisal and Pay Policies**
 - 9.2.1 Mr Collard explained that he had previous concerns with regard to the removal of performance related pay that that following the update provided and from reading around the rationale, it was clear that this change

started in January and that the current government continued with the work of the previous government. Mr Collard also noted that it was in line with DfE recommendations and was aligned with the position of all unions and the Local Authority.

- 9.2.2 Mrs Culora referenced the proposal that she had circulated to trustees ahead of the meeting and explained that the school's preference was to remove performance related pay. Mrs Culora explained that the use of performance related pay to motivate staff, ensure targets are met to ensure a high performing staff was not effective and that the focus should be on developing staff through training and effective support and challenge. Mrs Culora supported the comments that Mr Lamb had made with regard to support plans and capability and explained that there are clear mechanisms and policies in place to hold teachers to account, such as disciplinary and capability policies. Mrs Culora also commented that if a teacher is on capability (so the appraisal policy is not relevant at this stage) they do not move up the pay scale that year and so their pay is affected.
- 9.2.3 Mr Collard commented that the policies were very clear.
- 9.2.4 Mr Lamb reiterated that support plans and potential capability issues would be more tightly managed by SLT to ensure learning and teaching was as effective as possible and that teachers would be held to account accordingly. It was noted that this will be more rigorous throughout the year and not left to the time of the appraisal, meaning that some teachers may be moved from appraisal to the capability procedures.
- 9.2.5 Mr Lovett asked who is responsible for ensuring that targets are SMART and Mr Lamb replied that there is no specific support but that targets are quality assured by SLT.
- 9.2.6 Dr Lovell asked if there is scope in the pay policy to give reward payments to staff for outstanding performance and Mrs Culora replied that this was not covered in the policy, so the only options are retention payments.
- 9.2.7 Following discussion, the trustees approved the Pay Policy and Appraisal Policy.

9.3 Education Visits Policy

- 9.3.1 Mr Collins informed trustees that the following changes had been made:
- Addition of dynamic risk assessment.
 - 1:15 ratio.
 - Staff attending residential trips to be offered safeguard training.
 - Volunteers on trips to sign a code of conduct and no volunteers to be left unattended with students.
 - Risk assess and ensure appropriate levels of support on trips for SEN or other identified children.
 - Emergency plans – now included a communication tree.
 - More foreign guidance.
 - Governor approval for trips more explicit and changed to reflect that any trip outside UK or exceeding 12 hours needs approval from CoG.
 - Removal of support officer in the policy.
- 9.3.2 Dr Lovell asked if the issue with Evolve permissions had been rectified and Mr Collins confirmed that it is now working but there still seemed to be an issue with email alerts that he would raise with Mr Bentley but that it was thought the finance approval was the issue (due to Mrs Povey no longer working at the school). It was noted that Mr Collins was manually checking the trips to ensure that they were reviewed and approved.
- 9.3.3 Dr Lovell asked for clarification where the GB is referenced and whether this should be CoG. Mr Collins replied that this should be CoG and that the policy would be amended to reflect this.
- 9.3.4 Mrs McCall commented that the policy also needed to define local area visit to match with Evolve.

ACTION: Mr Collins to amend policy to make it explicit that it the CoG and not governing body who needs to sign off certain trips and to ensure local area definition is correct.

- 9.3.5 The trustees approved the policy subject to the minor amendments outlined above being completed.

9.4 Provider Access Statement

- 9.4.1 It was agreed that this would be added to the next meeting agenda and that all changes needed to be made in red to ensure that trustees could understand the changes and any potential implications.

ACTION: Mr Collins to track change the Provider Access Statement so that changes can be reviewed.

ACTION: Provider Access Statement to be added to the next Full GB agenda.

10. AOB

- 10.1 Mr Lamb thanked the trustees, staff and SLT for all of their hard work this term and referenced the support and challenge provided by the Governing Body.
- 10.2 Mr Jones-Owen echoed Mr Lamb's comments and thanked staff for all of their hard work this term and for the trustees commitment and contributions.
- 10.3 Dr Lovell commented that it had been a very busy term for the Music department and referenced the scholars session with Esra Collective and the possible future working with them, which she felt was an amazing opportunity.

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

Summary of Actions:

Action	Responsibility
Mr Jones- Owen/Clerk to circulate CVs of the potential new trustees with legal backgrounds to the trustees for comment.	Mr Jones-Owen Clerk
Mrs Culora to prepare a more detailed absence report for the next meeting with comparative data and benchmarking.	Mrs Culora
Mrs Culora to look at the Diverse Learners scheme with the DfE.	Mrs Culora
Mr Collins to ensure that the effectiveness of the change to the school day is monitored and to provide an update at the next two Full GB meetings.	Mr Collins Clerk
Clerk to add "Change to School Day Consultation" to the next Full GB agenda and "Effectiveness of Change to School Day and Next Steps" to the following Full GB agenda.	Clerk
Mr Collins to amend policy to make it explicit that it the CoG and not governing body who needs to sign off certain trips and to ensure local area definition is correct.	Mr Collins
Mr Collins to track change the Provider Access Statement so that changes can be reviewed.	Mr Collins
Provider Access Statement to be added to the next Full GB agenda.	Clerk