

LONDON BOROUGH OF ENFIELD  
GOVERNING BODY OF CHACE COMMUNITY SCHOOL

6 JULY 2016

MINUTES - PART 1

MEMBERS:

Mrs T Garland (Chair)  
Mrs T Jenkins (Vice-Chair)

LA Governor

\* Mr D Adam

Co-opted Governors

Mr D Bruton  
Ms A Clifford  
Ms A Constantinou  
Mrs A Crouch  
Dr J Francis  
Reverend M Legg  
Mrs P Newman  
Mr Z Shah  
Mr P Smith  
Vacancy

Parent Governors

\* Mr C Gardiner  
Ms C Jeffreys  
Mr K Loomes  
Mr P Smith

Staff Governor

Ms A Kubianga

Headteacher Governor

Ms S Warrington

\* Denotes absence

Also attending:

Ms T Douglas - Deputy Headteacher  
Ms S Fernandez - Bursar  
Ms T Palmer - Minute and Advisory Clerk

72. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Adam and Mrs Jeffreys.

**RESOLVED** to consent to these absences.

73. DECLARATION OF INTERESTS

Governors were reminded that they should declare any interest relating to items on this agenda. None were made.

**ACCOUNTABILITY AND MONITORING**

74. OFSTED

(a) Recent Inspection Outcomes

**RECEIVED** the Ofsted Inspection Report, a copy of which is included in the Minute Book. The Co Headteacher Daniel Bruton presented a power point presentation on the key areas highlighted within the inspection, which had resulted in a Requires Improvement judgement, and work undertaken to address the outcomes since the May Inspection. The following key issues and Governors questions in response were highlighted:

(i) Pupil Outcomes

**NOTED** that

- (A) the following observations were made:
- progress in Years 6 to Year 11 was better than National overall;
  - attainment in Year 11 was improving but not with sufficient speed;
  - disadvantaged students were progressing better overall at KS4 however there was a widening gap in Maths;
  - students with low starting points and needs progressed better than the National Average however, pupils with high starting point performed less well than the National Average;
  - higher ability pupils were doing worse than expected;
  - girls performed significantly better than boys. However the gender gap was an issue nationally;
  - attainment and progress in the 6<sup>th</sup> form was improving.
- (B) overall improvements had been made in progress and attainment however it was not rapid enough and one group of students had not performed as well as expected;
- (C) whilst a number of areas of good practice had been observed, practice across the School was inconsistent e.g. Marking and making use of assessment to effectively plan /challenge to ensure pupils were the best they could be;
- (D) there had been inconsistency in questioning with particular reference to lack of probing questions which challenged students.

(ii) Behaviour and Welfare

**NOTED** that

- (A) overall behaviour and welfare was considered to be good and the environment well maintained and cared for;
- (B) good careers guidance and support had been observed;
- (C) attendance was improving however, not as quickly as expected. Attendance of disadvantaged pupils however, had a better rate of improvement and was at National Average.

(iii) Leadership and Management

**NOTED** that

- (A) child protection and safeguarding was as expected;
- (B) plans and expectations in place, whilst appropriate, had not secured consistent practice and for that reason rapid improvement could not be achieved. It was therefore imperative to ensure measures were put in place to improve consistency;
- (C) staff training and policies, whilst good, also failed to achieve consistent practice.
- (iii) a series of monitoring visits would follow the inspection. The first of which was anticipated to take place sometime in September/October (12 weeks after) where inspectors would visit the School to consider what action and progress had been made to address issues raised;

- (iv) parents would receive a letter following each visit to advise on steps taken and progress the School has made.

(b) Rapid Recovery Group

**REPORTED** that a Rapid Recovery Group had been put in place to establish an action plan in response the inspection outcomes and to oversee ongoing monitoring of the Action Plan on behalf of the Governing Body.

**NOTED** that

- (i) members of the Rapid Recovery Group included a group of Governors, Mr Bruton, Clara Seery - Deputy Head of School Improvement, and Pam Rutherford, Headteacher - Enfield County School (Chair), would scrutinise and monitor the Recovery Plan and report back to Governors on progress. A Governor asked how Ms Rutherford was selected to join on the RRG. As a National Leader of Education and a person who had worked with the School, Ms Rutherford had been identified by the LA and School leadership as appropriate support. Ms Rutherford had spent the day in the School and met with Mr Bruton to review progress;
- (ii) the Rapid Recovery Group (RRG) governor members were the Chair, Vice-chair and Chairs of committees. It had held one meeting to consider the Ofsted Outcome Action Plan. A governor asked if this membership had been dictated by the LA, as it was the members of GPG and if there was to be business as usual, as suggested by Mr Bruton, this would increase the time commitment of these governors. The Chair stated that the decision was taken to ensure Governor involvement at a strategic level. Dr Francis commented that the initial timeline to return an Action Plan and response was tight. It was also explained that the Action Plan contained issues that the School had to address with haste. The Chair stated in the past requests for volunteers had produced a limited response, therefore members of the Governing Body would be invited to be involved to undertake more purposeful visits in line with the Action Plan. It was asked further how Governors could be best put to use. It was stated that deeper questioning i.e. the 'so what' questions and personal witness of evidence. The Governor visit form was to be reviewed to ensure more focused feedback. A follow up question sought clarification on access to data. It was suggested that current School data was most appropriate and could be made more widely available than just to the Teaching and Learning Committee. Concern was raised by a Governor that no response had been received regarding requests to visit their link subject area in over a year. Mr Bruton invited Governors to email him directly;

**RESOLVED**

- (A) to agree the membership of the Rapid Recovery Group;
- (B) to review Governor roles around visits to ensure a clearer focus, alignment with priorities and purposeful feedback  
**ACTION: TRACY GARLAND / DANIEL BRUTON / CLERK**
- (C) that Governors undertake more purposeful visits which were in keeping with the Ofsted outcome Action Plan to ensure leaders were held to account for improved outcomes.

**ACTION: GOVERNORS**

- (iii) HMI monitoring visits would continue over a period of up to two years (and a term). Ms Seery confirmed that a visit was anticipated in September and that it was not easy to predict the frequency of the subsequent visits i.e. whether termly of twice yearly visits, or phone calls dependent on their desk top research and findings. It was asked what notice was given. It was explained that two days' notice was likely given and guidance on inspection was maintained within the section 8 guidance (chapter on monitoring and RI schools);

- (iv) a Governor asked whether the same inspector would attend each time. It was confirmed that an Inspector would be allocated to the School and would continue with the School throughout the two-year duration. It would not be the Inspector or HMI that judged the School to be Requiring Improvement;
- (v) a number of changes had been put in place, including a ban on mobile phones, to improve behaviour further and students as well as parents were supportive of this. A Governor asked whether there was a stubborn group which remained an issue. Mr Bruton explained that there was a diminishing group of persistently frequent late arrivals and truanting;
- (vi) teachers had been tasked to challenge pupils to be the best that they can. Teachers had been held to account in their use of the Marking Policy, Presentation Policy and Assessment Feedback Policy. A moderation session in conjunction with the LA, would take place that Friday to review approximately 1,000 books to ensure improvement on consistency;
- (vii) a new challenging curriculum would be put in place across the entire School;
- (viii) Continuing Professional Development (CPD) had been refocused so that all staff received CPD together to ensure delivery and receipt of one consistent message to be followed up from time to time with small groups and plenary. A Governor asked whether the planned CPD was optional. It was confirmed that CPD was directed time and therefore not optional;
- (ix) target setting and appraisals had been revised. All teachers had participated in appraisal and objective setting and observations had been undertaken. Outcomes of which would be fed back into the appraisal process. The outcomes of book scrutiny would also be fed back to staff;
- (x) work displays had been revamped in all rooms throughout the School with clear examples of progression displayed;
- (xi) the Rapid Improvement Plan and monitoring schedule circulated to all Governors would form the basis of work undertaken by the RRG. Staff and particularly middle leaders would be held to account to ensure the non-negotiables and high expectations were maintained and modelled by key staff. The final term in the new year had been less descriptive to allow for change.

A Governor asked whether there was confidence that staff would be able to deliver the change required. It was explained that the RRG would challenge the Leadership Team. It was anticipated, based on evidence, that 4 or 5 members of staff may not reach the targets and should this be the case this would invoke an improvement plan/capability e.g. failed to mark books regularly or set homework etc.;

Another Governor raised concern that the members of staff that had been identified as a cause for concern by the Leadership Team why nothing had been put in place. It was explained that members of staff had in the past been placed on improvement plans, some of which had either improved or were no longer working at the School. Staff identified were not yet on an improvement programme. It was asked how long the improvement programme would be, it was explained between 6-7 weeks. A follow on question sought clarification regarding the impact on the class. It was explained that teachers would receive coaching, lesson observations, support and regular feedback. Throughout the period and after the 7 weeks staff would be clear about expectations and possible outcomes. The RRG would be kept apprised of developments at all times;

- (xii) timing of the RRG and Governing Body meetings had been strategically mapped out to ensure effective communication. The themes of the learning walks and

lesson observations would match up with the Improvement Plan. A Governor asked whether there was a limit to the amount of observations which could be undertaken. It was confirmed that a meeting with unions was planned for that coming Friday. The programme of monitoring was not onerous and would be supportive. The process would be supported by Heads of Departments, cascaded down and feedback would be provided through the channels created within each faculty to form a robust plan. The usual cycle of review had been postponed as a result;

- (xiii) a Governor sought clarification regarding measures put in place to inform parents, students and wider the School community. Termly staff and student questionnaires had been developed and were due to be published again in December. An online parent questionnaire was also being considered. With minimal exception there was minimum concern raised by feeder schools. Ms Seery confirmed that no referrals had been received by the Enfield Schools' Admissions Service. Conversely, positive remarks have been received regarding changes put in place for example homework. It was asked whether the schedule had been shared with staff. Mr Bruton advised that the schedule would be shared with Unions at the forthcoming meeting, many teachers had already started implementing changes in their respective areas;
- (xiv) Governors were minded that as Ofsted reviewed an aspect of the School it was a narrow view and therefore other aspects which were good would necessarily want to be retained. The LA would continue to work with the School to secure a favourable outcome during monitoring inspections;
- (xv) the Chair commented on aspects where Governors were mentioned as having an understanding of the School. The Chair and Vice Chair had a meeting planned with Chair and VC of another school who had been judged RI and had gone through the RRG process. They would also attend another Governing Body meeting, as observers, to develop greater insight and develop learning. A formal review of governance and the Governing Body would be undertaken with the LA in the forthcoming academic year.

**ACTION: MS SEERY**

Ms Seery formally thanked Sue Warrington and wished her a happy retirement on behalf of the LA for her work and commitment to the School over the years.

**Clerk's note:** Ms Seery left the meeting.

- (c) Terms of Reference for the Rapid Recovery Group

**RECEIVED** the Rapid Recovery Group Terms of Reference, a copy of which is included in the Minute Book

**NOTED** that the Rapid Recovery Group would meet half termly.

**RESOLVED** to agree the terms of reference.

## PROCEDURAL ISSUES

### 75. MEMBERSHIP

- (a) LA Governor

**REPORTED** that the term of office for Mr Adam will come to an end on 16 October 2016. The LA has been advised.

- (b) Headteacher Governor

**REPORTED** the resignation of Ms Warrington with effect from 31 August 2106.

(c) Co-opted Governors

**NOTED** the two vacancies.

**REPORTED** that

- (i) Mr Bruton had tendered his resignation as a Co-opted Governor with effect from 31 August 2016. Mr Bruton would be the Headteacher Governor with effect from 1 September 2016;
- (ii) an application to fill one of the positions was currently being considered, from a perspective Governor with an HR background and experience of Governorship, by the Chair and Headteacher and a meeting had been arranged for the immediate future. The outcome of which would be fed back to Governors at the next meeting.

**ACTION: CHAIR/CLERK**

76. MINUTES

The minutes of the meeting held on 23 March 2016 were agreed and signed by the Chair as a correct record.

77. MATTERS ARISING FROM THE MINUTES

Student Information (minute no. 60(b)(iv))

**REPORTED** that attendance data concerning Year 11 Looked After Children reflected one child who was on dual roll at the Secondary Tuition Centre and was receiving tuition at the Centre. The student had since returned to the School undertake exams.

## ACCOUNTABILITY AND MONITORING

78. REPORT OF THE CO - HEADTEACHERS

**RECEIVED** the report of the Co-Headteachers, Ms Warrington and Mr Bruton, a copy of which is included in the Minute Book. Ms Warrington invited questions and observations from Governors. The following matters were highlighted during review of the report.

(a) Staffing

**NOTED** that significant work had been undertaken to ensure a full staff complement for September. Currently, there was a vacancy in the Science department, a candidate, from an Agency, had been interviewed earlier that day;

(b) Students

**NOTED** that

- (i) attendance data included information on persistent absence in order to meet Ofsted requirements;
- (ii) the Chair expressed some concern that funding for the summer school had been discontinued and the value that would be lost particularly to vulnerable Year 7 children through transition;

(c) SEND

**NOTED** that the number of students with children with Educational Health Care Plans was increasing. It was explained that more students were joining the School with severe medical needs. The Chair questioned whether there was opportunity to challenge the admissions. It was confirmed that there was, however, a Governor commented that with appropriate staff training these children could receive the education that they deserve;

(d) Management Information System

**REPORTED** that the School was progressing with the new Management Information System which was currently being run parallel with the former system. A Governor asked whether attendance was recorded in the system, Mr Bruton confirmed that this was the case.

(e) Finance

**REPORTED** that the School's Budget was particularly healthy at present. This was as a result of savings made previously;

(f) Premises

**REPORTED** that the Salvation Army was currently renting out the drama studio.

(g) Communications

**NOTED** that

- (i) a Governor enquired whether Governors could be made aware of communications sent to parents regarding certain incidents to ensure effective communications and feedback;
- (ii) a meeting between with Enfield Grammar, Enfield County and Chace had taken place to consider opportunities for partnerships relating key areas of development. The meeting was precipitated in response to the Academisation agenda. There was no compulsion to form a Multi Academy trust at the present time, however work to develop partnerships across middle leaders and opportunity for shared inset had been considered favourably.

(h) Pupil Pastoral Information

**REPORTED** that during the Spring term 2016 there had been

- (i) 2 reported bullying incidents;
- (ii) 2 racial incidents;
- (iii) 1 reported Child Protection cases;
- (iv) 21 fixed term exclusions;
- (v) no allegations against staff reported to Lead Officer for Child Protection.

## REPORTS FROM COMMITTEES

79. TEACHING AND LEARNING

(a) Meetings

**RECEIVED** the minutes of the meeting of the Teaching and Learning Committee held on 4 May 2016, a copy of which is included in the Minute Book. The following matters arose from discussion of the minutes:

- (i) New KS3 Curriculum (minute no. 5)

**NOTED** that a progress update on development of the new curriculum had been presented by key members of staff with responsibility for this area.

- (ii) Development time at Chace (minute no. 6)

**REPORTED** that the School had received a gold standard award regarding professional development. Unofficial feedback received by the Chair of the committee Dr Francis was very positive. Much of the focus on CPD centred on improving the quality of outcomes;

- (iii) Policies (minute no. 10)

**NOTED** that Governors had considered it unnecessary to review wording of policies. It was considered that staff should provide an update on why and how well a policy was working in practice.

- (b) Policies

**REPORTED** that the Committee had reviewed and recommended the following policies for ratification:

- Safeguarding Policy
- Highly Able Learners Policy (High Starters);
- Attendance Policy;
- Safeguarding & Confidentiality Policy;
- Spiritual, Personal & Social Development Policy;
- E-Safety Policy;
- Positive Behaviour Policy.

**RESOLVED** that, with the exception of the E-safety Policy and the Positive Behaviour Policy, the above policies be ratified.

## 80. RESOURCES

- (a) Meetings

**RECEIVED** the minutes of the meeting of the Resources Committee held on 18 May 2016, a copy of which is included in the Minute Book. The following matters arose from discussion of these minutes:

- (i) New Build Update on Remedial works (minute no. 3(a))

**RECEIVED** a Chace Summary Update, a copy of which is included in the Minute Book.

**REPORTED** that a report had been circulated regarding the status of progress. The report stated that there was nothing further to add and consequently in the absence of new information a representative was not expected to attend the meeting.

**NOTED** that thermal remodelling of the new build was to take place during the summer break, together with a risk analysis and additional water testing to determine where the leaks originated. Following this a representative would attend the Governing Body meeting in the Autumn to provide an update. The services of a new expert witness had been procured in order to progress matters. Governors asked about timelines before the matter would go to arbitration and it was confirmed that only the servicing of papers carried a timeline and therefore the matter could drag on for some time. An informal conversation had taken place with the LA Chief Executive however the situation warranted a more formal communication with him.

**RESOLVED** that a letter be drafted on behalf of the Governing Body updating Mr Leak on the situation

- (ii) Absence (minute no. 4(b))

**NOTED** that staff absence data was comparable with a slight increase in the current year on previous years.

- (iii) Health and Safety (minute no.6)

**NOTED** that a health and safety audit had been undertaken by the LA, the School scored 97%. The school was said to be highly maintained;

- (b) Budget 2016-17 and 3 Year Plan

**REPORTED** that the Resources committee had reviewed the working budget and three-year budget plan in detail.

**NOTED** that a balance budget for 2016/17 and a balanced three-year budget plan had been achieved.

**RESOLVED** to ratify the three-year budget plan.

- (c) SFVS/Risk Assessment and Financial Control Checklist

**RECEIVED** SFVS and Risk Assessment and Financial Control Checklist, a copy of which is included in the Minute Book

**RESOLVED** that the documents be ratified and submitted to the LA Audit department.

**ACTION: HEADTEACHER**

- (d) Policies

**REPORTED** that the Committee had reviewed and recommended the following policies for ratification:

- H&S Policy;
- Visitor Behaviour Policy;
- Close Relationships at Work Policy;
- Education Visits Policy;
- Reporting and Management of Absence Policy;
- Management of Medicines Policy;
- Redundancy, Redeployment & Reorganisation Policy
- Safeguarding;

**RESOLVED** that the policies be ratified

**ACTION: CLERK**

81. GOVERNORS' PLANNING GROUP

**RECEIVED** the minutes of the meeting of the Governors' Planning Group (GPG) held on 15 June 2016, a copy of which is included in the Minute Book

**NOTED** that

- (a) a comprehensive review of all statutory policies had been undertaken. From September policies would no longer be passed to committees for review to allow time for strategic discussion. The School would continue to update policies within the current annual review cycle and refer to GPG prior to going to the Governing Body for ratification
- (b) it was confirmed in response to a question that Governor roles and responsibilities had not been considered at the GPG committee meeting;

- (c) it was suggested that the constitution of the Governing Body be reviewed to take account of the change in membership, current vacancies and proposed review of Governor roles and responsibilities. Mr Bruton formally had resigned as a Co-opted Governor resulting in there being 3 vacancies on the Governing Body.

**RESOLVED** to

- (i) delegate consideration of policies following review by the School to the GPG committee;  
**ACTION: MR BRUTON/CLERK**
- (ii) consider reconstitution of the Governing Body in the Autumn Term following the outcome of a Governance review  
**ACTION: MRS GARLAND/CLERK**

**OTHER BUSINESS**

82. GOVERNORS' REPORTS

Governor visits to the School

**NOTED** that there were no reports on governor visits at the present time.

83. GOVERNOR DEVELOPMENT

(a) Training and Development Governor

**NOTED** that the White Paper had been the focus of discussion at the Training and Development Governor network.

(b) Feedback from training attended by Governors

**NOTED** that Ms Crouch and Mr Loomes were successfully working through GAP training and had attended GAP Level 3 training the prior week.

(c) Future Training Opportunities

**REPORTED** that from the beginning of the Autumn term all training opportunities for Governors would be available for booking directly through Governorhub.

84. LOCAL AUTHORITY REFERRALS TO GOVERNING BODIES

(a) Enfield News Round Up

**NOTED** the information contained in the briefing within the Governors' termly pack.

(b) Enfield Safeguarding Children Board Briefing

**NOTED** that

- the DfE nationwide campaign encouraging the wider reporting of child abuse in order to ensure help was provided earlier to children, and to tackle the barriers to reporting child abuse;
- the information included in the briefing and to ensure that and ensure it is in the public domain in the School and on any media that is regularly reviewed by parents and staff in the School.

85. DATES OF FUTURE MEETINGS

- (a) **RESOLVED** to agree the meeting dates for the next academic year.

<b>Meeting</b>	<b>Autumn 2016</b>	<b>Spring 2017</b>	<b>Summer 2017</b>
Governing Body	7 September 7 December	22 March	5 July
Resources	19 October	8 February	17 May
Teaching & Learning	21 September	18 January	3 May
Rapid Recovery	5 September 9 November	11 January 1 March	26 April 14 June
Governors' Planning Group	9 November	1 March	14 June
Discipline	23 November	8 March	7 June

86. PERSONALIA

The Chair on behalf of Governors warmly thanked Ms Warrington for her hard work and commitment to the School over 18 Years. Ms Warrington raised a toast to Governors who appointed her. Ms Warrington commented that she worked with the most amazing group of staff and that there was so many good things about Chace and was privileged and lucky to have had such a rich and diverse experience. Ms Warrington stated she was leaving the School in the capable hands of Mr Bruton and wished the Governing Body well for the future.