

**MINUTES OF THE MEETING OF THE  
HEATHCOTE SCHOOL AND SCIENCE COLLEGE  
FULL GOVERNING BODY  
HELD ON MONDAY 10 JULY 2023 AT 6.30PM  
At the school**

Present: Mike Ashwell - MAL (Chair) Co-opted Governor

**Co-opted Governor**

Shryene Yansen – SYN

Andrea Corbett – ACT

Nerissa Bryden – NBN

Andy Campbell – ACL

Paul Leslie – PLE

*arrived at 6.55pm*

**Headteacher**

Sonia Close – SCE

**Parent Governor**

Helen Douglas – HDS

Georgie Agass – GAS

Maria Slavovski – MSI

Claire Feiner – CFR

**Staff Governor**

Andre Henry – AHY

*arrived at 6.50pm*

Also present:

Krista Mitchell – KML (DHT) for Items 5.1 and 5.2

George Ferrar – GFR (DHT) for Item 5.3

Clerk to the Governors: Neil Taylor

**Summary of agreements and actions:**

Minute	Formal agreements and/or actions identified	Action By	Due Date
5	Data for Black groups (progress and behaviour) to be amalgamated to give a picture across all black pupils	SCE	ASAP
8.2	Sign the minutes electronically on GovernorHub	Chair	ASAP
11	Adoption Policy; Disciplinary Policy; Health & Safety Policy; Provision of First Aid and Medical Care Policy; Maternity Policy; Supporting Pupils with Medical Needs Policy: all <b>approved</b>	-	-
12.1	Data Sharing Agreement was <b>approved</b>	-	-
12.2	INSET Days 2023-24 were <b>approved</b>	-	-

	<b>DATE OF NEXT MEETING</b> To be confirmed		
	Agenda items: <ul style="list-style-type: none"><li>• SEND Policy</li><li>• <b>SEND Information Report</b></li></ul>		

**1. WELCOME AND APOLOGIES FOR ABSENCE**

- 1.1 The Chair welcomed all those present at the meeting.
- 1.2 Apologies for absence were received and accepted from Jessica Hayes, Lauren Marchant, Laura Alexander and Arnold Williams.
- 1.3 The meeting was quorate, with 10 Governors and the Headteacher present at the outset.

**2. NOTICE OF ANY OTHER BUSINESS/CONFIDENTIAL ITEMS**

- 2.1 There was a request for an initial discussion on feedback following the 'Away Day' on Saturday under Any Other Business.
- 2.2 It was also requested that dates for Governors to visit the school be discussed under Any Other Business.

**3. DECLARATIONS OF INTEREST**

- 3.1 All Declarations of Interest were up to date.
- 3.2 There were no declarations made pertaining to any agenda items for this meeting.

**4. GOVERNING BOARD/BODY**

- 4.1 The Chair advised that there was currently one vacancy for a co-opted Governor and one Local Authority Governor.
- 4.2 The Chair reported that the Local Authority Governor vacancy had arisen as a result of the resignation of William Ravenscroft. The Chair expressed thanks for his contribution to the Governing Body.

**5. SIP REVIEW**

5.1 Quality of Education

- 5.1.1 KML presented a report.
- 5.1.2 KML highlighted lesson observation data for departments matched to the Teacher Standards. The data showed that areas of consistent strength were setting high expectations from pupils, subject knowledge and behaviour. Significant improvement has been evidenced in Teacher Standards 2 (Progress) and 5 (Adapt). There still remains work to be done on Teacher Standard 2 (Progress), as well as on Teacher Standard 6 (Assess).
- 5.1.3 KML reported that key areas for CPD going forward would be: sequencing of the curriculum, which would spiral down from Year 13; use of fertile questions, to provoke thought and challenge; refinement of activities, to ensure that all tasks were geared towards the learning objective; and improved assessment in lesson, including the capturing of baseline knowledge.

*AHY arrived at 6.50pm*

- 5.1.4 KML said that information showing strengths and areas of development for each department had been provided to Subject Leaders. They were expected to take ownership of this going forwards and self-evaluate the work of their teams.
- 5.1.5 **A Governor asked if middle leaders felt confident to have the conversations to hold others to account.** SCE said some were, but not all. A CPD programme was being put in place to support them.
- 5.1.6 **A Governor asked how the MER would evolve in 2023-24.** KML said that there would be consolidation of, and building upon, what had been achieved this year. There would be a triangulation of data to ensure more integration of pastoral work.

*PLE arrived at 6.55pm*

- 5.1.7 **A Governor asked about access for parents to curriculum information.** SCE said that there would be a page created online for each subject.
- 5.1.8 **A Governor asked how to know what books and resources were recommended to support students in their learning.** SCE said that the school was buying Curriculum Guides for Year 11 for the core and EBac subjects, which would be bundles and available for parents to purchase. The school was also looking to create a 1-page question sheet for pupils, so that they could check that they could answer questions as a result of revision.
- 5.1.9 **A Governor asked about marking by teachers.** KML said that live feedback should reduce marking by teachers, but not eliminate it, as written feedback was still important

## 5.2 Data and Outcomes

- 5.2.1 KML presented a report.
- 5.2.2 *Class of 2023 predictions (Year 11):* KML said that data was predicting a Progress 8 figure of -0.53, which marked an improvement on the previous prediction for that cohort. She believed that other schools were expecting similarly low figures. SCE said that in both 2019 and 2022, the school had scored a higher Progress 8 figure than predictions had been indicating, and that the same could well be true this year. KML reported that an analysis of key groups had been undertaken.
- 5.2.3 *Class of 2023 predictions (Year 13):* KML said that an ALPS 6 was being predicted, which had been moving in the right direction. An average grade of C+ was expected. It would be important to do work with departments regarding the accuracy of predicted grades and what typicality looked like.
- 5.2.4 *Current Year 10:* KML reported that the Progress 8 score was currently predicted to be -1.54, but this was as a result of rogue data from the Maths department. The Maths team were now reviewing the grade boundaries of their Year 10 assessment, and there would be a further assessment point early in Year 11.
- 5.2.5 **A Governor asked when there would be a truer picture of Year 10 performance.** KML said that data would be adjusted following review of the grade boundaries, but the clearer picture would be following the Year 11 paper.
- 5.2.6 **A Governor asked if there were any teaching and learning issues in Maths.** KML said that re-tiering of some students had left gaps in knowledge. In addition, the progress of HAP students would have been depressed as the result of there being no questions targeted at grades 8 or 9.
- 5.2.7 **A Governor asked if the lessons had been learnt regarding Maths.** SCE said that there were still some more questions to ask. She was not sure that Maths was the only subject affected by this. Line managers should have been checking.

- 5.2.8 **A Governor asked if there was an issue across Year 10, as this had been born out in their link Governor visit.** SCE said that contextually across Waltham Forest and beyond that cohort had suffered because of the baby boom and consequent understaffed primary schools. There had also been 15 mid-term admissions to Year 10 in the last 7 weeks; and as a borough there appeared to be a struggle with Year 10.
- 5.2.9 **A Governor asked if there was an issue with Black pupil achievement, as well as White British.** SCE said that they would need targeted intervention. PL said that, when taken together, the black groupings accounted for same numbers of students of White British.
- 5.2.10 *Current Year 12:* KML said that the attainment data was looking as good as Year 13 but was going in the right direction. The average expected grade was C. There would be intervention for those on course for U grades to ensure that they were on the most appropriate pathways.
- 5.2.11 *Key Stage 3:* KML said that the data looked positive, but judgements needed to be moderated.
- 5.2.12 **A Governor asked about the correlation between attendance and progress.** KML said that this was very strong.
- 5.2.13 SCE said that there was a clear mismatch between the number of Year 9s who were on track, compared with the number of Year 10s who were on track.
- 5.2.13 A Governor asked for data for the different Black groups to be merged to give an overall picture of attainment and progress of black pupils.

*KML left the meeting at 7.25pm*

- 5.2.14 The Chair expressed thanks on behalf of the Governing Body for the work of Ben Abbott, for his contribution and support. He also wished him well as he moved on into his new role.

### 5.3 Behaviour and Attitudes, and Personal Development

- 5.3.1 GFR presented a report.
- 5.3.2 *Attendance:* GFR reported attendance was at 91.4%, which was above the national average; 8 referrals had been made for SEMH support to address attendance. SCE said that the PA figure was 25.6%, which was below the national average. Attendance had been somewhat affected by Eid and the timing of strike days.
- 5.3.3 GFR reported that some requests for holiday had been made because parents could not afford to take them during the school holidays.
- 5.3.4 **A Governor asked about Ofsted's position on school attendance.** SCE said that there was a national issue with attendance, and given its scale, Ofsted recognize that schools need to choose which groups to focus upon. They would be interested in what steps schools were taking to monitor and address attendance, admissions and off-rolling.
- 5.3.5 SCE said that the school was focusing on those with attendance below 90%, with 160 Stage 1 meetings having taken place.
- 5.3.6 *Behaviour:* GFR presented IEU referral data. Disruption to lessons and refusing to follow instructions were key reasons for pupils being removed from lessons.

- 5.3.7 **A Governor asked why Maths had higher referral levels than Science.** SCE said that a couple of staff members had been 'trigger-happy' initially. One had been new to the school, the other was a trainee. Also there had been a number of cover lessons in-house, which had contributed to those figures.
- 5.3.8 **A Governor asked if there was data on referrals linked to referrals as a result of anxiety.** GFR said that it was being examined to see if this could be identified. There were certainly some students who had 'purple cards' who could use them for time out. SCE said that there was an issue with lesson avoidance in Maths in particular, and some work needed to be done on resilience in Maths.
- 5.3.9 **A Governor asked transition in Maths from Primary to Secondary and if it linked issues later on.** SCE said that a lot of Year 7 work involved revisiting and developing some primary topics, but in Year 8 and beyond the new topics introduced may have been an issue for some pupils.
- 5.3.10 **A Governor asked what the school could do to help parents support their children in Maths.** SCE said that the school had purchased MathsWatch which could be used as a source of help.
- 5.3.11 **A Governor asked if any work was being set over the holidays.** SCE said that she did not know for every subject, although there were transition packs for Years 10 and 11. There would be work on Google Classroom for pupils to do.
- 5.3.12 SCE said that in Years 7 and 8 Lexia and Numericon would help bridge the gaps in literacy and numeracy.
- 5.3.13 GFR reported that isolation had been used 184 times, which had reduced suspensions.
- 5.3.14 GFR said that 67 suspensions had been issued, affecting 61 students.
- 5.3.15 **A Governor asked if suspension data was reviewed in accordance with contextual safeguarding.** GFR said that staff were well aware of contextual issues affecting the behaviour of individual pupils.
- 5.3.16 GFR reported that praise was important, and that there was a 3:1 ratio of praise points to behaviour points.
- 5.3.17 GFR said that there was a pattern where Week 5 always seemed to be the most challenging each half-term in respect of behaviour.
- 5.3.18 **A Governor asked about incentives for students or support for staff in Week 5.** SCE said that there were no staff meetings or deadlines in the calendar for staff during week 5.
- 5.3.19 GFR presented the behaviour data for different groups, although SCE said that the system was still being developed.
- 5.3.20 **A Governor asked if data for Black groups could be amalgamated to give a picture across all black pupils.** GFR said that this could happen. SCE asked if the different white groups should be amalgamated too. Some Governors indicated that this should also happen. SCE said that the updated data would be uploaded on to GovernorHub.  
**Action: SCE.**
- 5.3.21 *Truancy:* GFR reported that this had reduced since Year 11 had left and key pupils addressed.
- 5.3.22 GFR presented a SWOT analysis concerning behaviour and attitudes within the school.
- 5.3.23 **A Governor asked about support for the school in applying for the Carnegie School of Education Award in respect of anti-racism.** SCE said that a coach was provided to support the school in applying for the award.
- 5.3.24 **A Governor asked if the unconscious bias training for staff could be replaced for staff as it's not the most effective training.**

- 5.3.25 **A Governor asked about the coach's background.** SCE said that she did not know, as they had not been allocated to the school yet.
- 5.3.26 **A Governor asked why the anti-racism strategy had been stripped out from the EDI strategy.** SCE said that a specific focus on Anti Racism and allow a separate focus on other areas such as LGBTQ. There were also other strands of the EDI strategy as well, though, including LGBTQ+.
- 5.3.27 **A Governor asked if this should change the focus of the SIP.** SCE said that it did.
- 5.3.28 **A Governor asked if the gangs problem affecting pupils would get worse over the school holidays.** GFR said that it very possibly would. The school would attempt to address any issues when pupils returned in September. Staff had been liaising with external agencies.
- 5.3.29 **A Governor asked if there was the scope for parents to hand in old uniform for use by other families in need.** SCE said that there were funds to support families in need. 30 families had benefited from the £100 vouchers which could be spent; also, there was the Hardship Fund.
- 5.3.30 **A Governor asked if parents were still being fined for poor attendance of their child.** GFR said that this was considered on a case-by-case basis. SCE said that this was the only ultimate mechanism available to a school. There was case law to suggest that a child, once grown up, could sue a school if the school had not taken action to ensure good attendance in the form of formal action and prosecutions.
- 5.3.31 A Governor said that fining parents did not seem right, especially in the current climate. SCE said that the school were under a lot of pressure from the local authority. A lot of the FPNs issued related to persistent lateness, where pupils were arriving after the register had closed at 9.30am.

## 6. HEADTEACHER'S REPORT

- 6.1 *SWOT Analysis:* SCE presented a current SWOT analysis
- 6.1.1 Strengths included: Low exclusion rate; inclusion; reputation; the personal development offer; secure safeguarding; good behaviour in classrooms; good data in terms of attendance and outcomes; and mental health provision
- 6.1.2 Weaknesses included: punctuality; persistent absence; HAP progress; consistency of behaviour; and Keir / premises.
- 6.1.3 Opportunities included: 7-form entry; increase in VI form numbers (mainly as a result of bridging courses); new SLT; lettings; and new post-16 courses and income
- 6.1.4 Threats included: SEND costs and resources; local gang risks; strikes; recruitment & retention; rising costs – services; and budget [including a £155K deficit, £55K due to Keir. And £100K due to the effects of TTO and nopal.]
- 6.2 *SIP – QoE Intent:* SCE said that challenge still need to be developed and more scaffolding was needed in some lessons, hence the new lesson format. It was a concern that a child's experience varied according to teacher.
- 6.3 *SIP – BAPD Intent:* SCE said that items 1 and 2 were rated as green, with 3 and 4 rated as amber, although pupil leadership was green. It would be updated in respect of inclusivity.

6.4 *SIP – Leadership & Management*: SCE said that items 1 and 2 were rated as green, with 3 rated as amber.

6.5 Governors received the new SIP for 2023-24.

## 7. EDI UPDATE

7.1 Governors received a report on staffing demographics

7.2 **A Governor asked what the pupil demographic was, as a guide to determine the desired staff demographic.** SCE said 37% white, 35% Black.

7.3 SCE said that blind shortlisting took place for posts. Different people were coming through the shortlisting process. The staff demographic would not change overnight, as the staff body had been inherited.

7.4 **A Governor asked about ongoing work.** SCE said that work was being done to promote staff awareness of data; further unconscious bias training was planned; there were working parties and open discussions in a range of for a; and connection had been made with Leeds Beckett university.

7.5 **A Governor asked how the headteacher would ensure that Governors were in lockstep with the award and transformation in leadership.** SCE said through formalised meetings and representation at Governors' meetings.

7.6 SCE said that a trauma informed policy and approach was developed 2 years ago and supports the EDI work; the curriculum had been reviewed and decolonized; the range of speakers had been widened. An anti-racist statement had been created and a personal development programme was being developed. These things were in GFR's remit.

## 8. MINUTES OF THE LAST MEETING

8.1 Governors received the minutes of the meeting held on 15 May 2023 and agreed these as an accurate record, although the Vice Chairs were to be noted on page 1, and on page 18, the training days would be taking place in July, not June.

8.2 The Chair said that he would sign the minutes electronically on GovernorHub. **Action: Chair**

### 8.3 Matters Arising

8.3.1 It was noted that no comments had been received from Governors on the Financial Risk Register.

8.3.2 It was noted that the SEND Policy and SEND Information Policy would be on the agenda of the next meeting.

8.4 To receive the minutes of the Resources Committee meeting held on 3 July 2023  
Governors noted the minutes of the above meeting.

### 8.5 Matters arising

8.5.1 The Chair said that there had been prudent spending.

8.5.2 The Chair also reported that PFI remained an issue.

8.5.3 It was noted that CPOMS was now live; new staff laptops were being rolled out; and there was a plan to move to a VOIP telephone system.

## 9. GOVERNORS' TRAINING

9.1 Governors noted that an up-to-date report was available on GovernorHub.

## 10. LINK GOVERNOR REPORTS

- 10.1 It was noted that several reported had been uploaded to GovernorHub.
- 10.2 EDI Report: SYN reported that she and PL had met with Neil Hutchins regarding the consultation with students and staff on the EDI statement. PL felt that the process was disjointed.
- 10.3 SIP: SYN said that she was concerned that two 'Caucasian' men were coming up with an EDI statement independently, without speaking to the experts. She felt that the outcome would have been much better if Governors, including her, had been involved.

## **11. POLICIES**

- 11.1 The Adoption Policy was **approved**.
- 11.2 The Disciplinary Policy was **approved**.
- 11.3 The Health & Safety Policy was **approved**.
- 11.4 The Provision of First Aid and Medical Care Policy was **approved**.
- 11.5 The Maternity Policy was **approved**.
- 11.6 The Supporting Pupils with Medical Needs Policy was **approved**.

## **12. DATE AND AGENDA ITEMS FOR THE NEXT MEETING**

- 12.1 This was to be confirmed.

## **13. ANY OTHER BUSINESS**

- 13.1 The Data Sharing Agreement was agreed.
- 13.2 The proposed INSET Days for 2023-24 were agreed.
- 13.3 The Local Authority Term Dates for 2023-24, 2024-25 and 2025-26 were noted.
- 13.4 SCE invited Governors to the barbeque on 21<sup>st</sup> July
- 13.5 There was a reflective feedback discussion following the Governors' Training Day, which had recently taken place, with several Governors providing observations.

The reflective session on the Governors Training Day led to some very honest conversations, with emotions running high in the meeting. It was decided to close the meeting at this point.

*The meeting finished at 9.43pm*