



## Board Meeting MINUTES

**13:30 on Monday 5 December 2022**

TRUSTEES/DIRECTORS	
NAME	PRESENT
Tom Attwood (Chair)	■
Stephen Gough	
Frank Green	■
Sara Attwood	■
Chris Weavers (VC)	■
Helen Priday	
Rochelle Saunders	
Also in Attendance:	
Jesse White	Interim T4 CEO
Kingsley Mayuku	T4 CFO
Lisa Tharpe	Operational Safeguarding Lead
Gosia Klosek	Head of College - ArtsX
Gary Pocock	Chair, ArtsX LGB
Asad Muzammal	Governance Professional

**1. Welcome and Apologies for Absence:**

- a. Apologies for absence were received from Helen Priday and Stephen Gough.

**2. Declarations of pecuniary interest in any of the agenda items:**

- a. There were no declarations of pecuniary interest in any of the agenda items.

**3. Governance Matters:**

- a. None

**4. Minutes of the Previous Meeting and Matters Arising:**

Actions Carried Over:

**Action 221003/01:** Business Interest forms to be completed and returned to the Clerk.  
(FG, CW, HP, RS)

**Action 221003/04:** A meeting to be arranged to discuss marketing of ArtsX and taking forward social media content. (HP, JW, GK).

**Action 221003/05:** Trustees to confirm to JW that they have watched the following video: <https://www.youtube.com/watch?v=pP2VKWSagE0> (All Trustees).

**Agreed:** The Minutes of the meetings held on 3 October 2022 were confirmed as a true record.

## **5. Safeguarding Update:**

- a. Trustees received the Safeguarding report and action plan.
- b. LT advised that during an audit of staff safeguarding training, an issue had been identified with the online training provided by The Key, where auto-notification of staff completion of training does not always happen. The Key have been informed and are looking into this.
- c. The Child Protection Policy was approved at the last meeting. LT said that the Trust policy is bespoke to each establishment, as there are differences in the types of students and the ages of students at the two schools. The policies now reflect what happens in each school. Trustees noted that Jan Tomlinson is reviewing and updating the Trust's policies and aligning the policies of both establishments, whilst also ensuring that they are individualised where required.

GK is updating the Behaviour & Anti-Bullying Policy to consider feedback from the LA and staff. Trustees acknowledged that the DfE revised [Behaviour in schools guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk) came into effect from 1 September 2022.

- d. Use of the SCR tracker is now firmly embedded across the Trust and regular checks are carried out by the leadership and Executive. LT confirmed that the cleaning staff have DBS checks and these are recorded on the SCR.

The Medical-Tracker pulls student information across from SIMs.

Work is still taking place on the My Concern system to ensure that staff are reminded of the differences between behaviour and safeguarding issues and record information in a concise way. Sometimes behaviour and safeguarding issues can be interlinked and will need to be recorded on both My Concern and SIMs. LT advised that she had met with the college's Head of Welfare to discuss quality assuring the language and terminology used by the Welfare team in the input of the information they record on My Concern. The meeting also discussed the complexities of some students and how the Welfare team support these students and their families.

- e. LT said that there has been an increase in the number of police interventions at IMHS. Police had to be called on five occasions due to students either refusing to leave the premises or presenting challenging behaviours. The students involved are all new to the school and it is the first time that they have been at a school for any length of time. Their previous education was at mainstream schools. Trustees discussed how the experience at mainstream schools for these students would have included being restrained and excluded, triggering flight or fight responses. LT said that several professionals are now working with these students and their families and some have never had any previous social worker intervention. Some of these students have now been referred for support with mental health and trauma. One student now has a CP plan in place and two have a CiN plan. LT said that the previous experience of most families is that they would often feel as if they were blamed for their children's behaviour, but now the students have been diagnosed and are receiving support. Trustees noted that the school had initially met LA resistance on whether the students met the threshold for social care intervention and it was the school's

case management evidence from the My Concern platform that was used to explain and show the support needs of the students and their families. Three of the students have now had an emergency annual review and their banding increased from B to B+, to allow bespoke interventions to be put in place to keep the students and staff safe.

LT advised that the new Police liaison officer who started in September is still becoming familiar with IMHS. He has so far not been as readily available as the previous Police liaison officer, which has been difficult for the school, as the Police liaison officer is used as a means of intervention to help students understand the possible consequences to their actions.

- f. In response to questions on whether the increase in the number of incidents of staff accidents is related to the behaviour of the new students, LT said that it is partly due to the new students, but also due to the staff involved being new. The new staff have received their induction training but come from mainstream school backgrounds and have been used to restraining or using themselves as a barrier. They are still learning the different behaviour and de-escalation approaches used at IMHS. LT clarified that many of these incidents relate to a very small number of students. LT said that it is obvious that some of these students have experienced much trauma and the increase in the number of students at IMHS and the associated increase in classroom noise leads to some of them becoming dysregulated. The school is providing more one-to-one support for these students to work with them in a proactive way, instead of a reactive way.

JW said that the Executive are monitoring such incidents and the impact on staff and students. In response to questions on safeguarding arrangements at ArtsX, JW clarified that LT has a reporting role for the Trust at ArtsX, but also supports safeguarding at the college on a day-to-day basis. The college has an effective DSL and JW is very active in his ArtsX LGB Link Governor role for safeguarding. In response to questions on the effectiveness of safeguarding at ArtsX, GK said that it is still a work in progress but is in a far more secure place than it was earlier in the year. The staff are clear that safeguarding takes priority over all else in their roles.

14:00 – Chris Weavers arrived at this point.

- g. GK said that some of the college's safeguarding concerns are due to the LA not being transparent about the students they send to ArtsX. Many of the students arrive with undiagnosed and unfunded needs or high-risk behaviours, all of which requires additional resources to manage.

GP said that part of the issue is that quality assurance at Camden is subcontracted to Camden Centre For Learning, who are a Camden arms-length organisation but also another AP provider in the borough. GP said that it does not seem proper or fair that QA should be carried out by the college's peers rather than the Commissioners. Moreover, there is a feeling of discombobulation on how the most difficult students that CCFL cannot manage are sent to ArtsX and then CCFL has a say on holding ArtsX to account on how ArtsX should manage these students - but does not provide the additional funding for the staff required to manage these students. JW said that part of the funding situation at ArtsX is the huge premises related costs, which should be funded by the ESFA.

- h. LT said that the Government has in the last two years recognised the need for mental health support in schools. The Mental Health Lead at IMHS supports students with situations such as County Lines and has a close working relationship with the IMHS students.

GK said that the staff suggested bidding for grant funding to appoint a counsellor to support ArtsX students. In response to questions on the cost of employing a cognitive therapist, GK said that the college could secure a cognitive therapist for £250 per day and would require at least two days a week of support. TA said that he would investigate securing funding for the post for the first year.

- i. In response to questions, LT advised that ArtsX has found it difficult to secure a School Police Liaison Officer. Having a named police officer attached to the school allows for some situations to be dealt with more quickly and for information about students to be passed on quickly.

GK said that it is disappointing that some staff had openly expressed negative views of the police in front of students and how this could potentially undo some of work of the college's Citizenship curriculum in preparing students for adult life.

**Action 221205/01:** Justin Warren to be asked to contact the local MPS Borough Commander to arrange for a Police Officer to be assigned to the college. (JWa, GK, JW)

## **6. Interim CEO's Report:**

- a. Trustees discussed how ArtsX is very overdue an Ofsted inspection, as it has been five years since the previous inspection.

Trustees wished to note their thanks to GP for the recent support he has provided to the college. In response to questions, GP said that his evaluation of the college is that if the college were to receive an ungraded Ofsted inspection today, then the most likely outcome is Outcome Three – the school remains Good but standards have declined.

- b. Trustees received the ArtsX priorities and action plan.

GP said that the curriculum has much improved but is not fully in place yet. The strong areas of the curriculum are around the performing arts and creative media, as the nature of those programmes is that they must be well sequenced, so it is a strong offer. The careers programme is strong. PSHE is a little less secure and is still in development and requires all teachers to be teaching parts of PSHE in those times that they might have interactions with students.

Maths and English are secure but could be improved. Parts of the delivery of Maths and English is through an online system and it is felt that students would benefit from more teaching in front of a teacher and working alongside peers and reading texts together. However, one of the barriers to realise this is the behaviour of the students. In response to questions, GP said that there is an issue around staff subject knowledge, not just how to teach English and Maths, but how to teach students who have suffered significant trauma and/or have complex needs. This is a work in progress and plans are in place around staff training and putting initiatives in place around training and organisational cultural change. There are some staff who find it difficult to manage challenging classroom behaviour. For some staff it is a training requirement, but there are other staff who are resistant to subscribing to the inclusiveness ethos of the Trust. Trustees noted that there have been recent HR staff conduct procedures at the college and some cases may require forming of an Appeal Panel. Trustees agreed that there is a need to ensure that there is robust performance management in place next term and critical that staff are receiving all the training and support they require to do their job. GP said that if any staff are still underperforming going into the Summer term, then it is likely that Capability procedures will need to be followed. In discussing their recent conversations on whether a full

reorganisation may be required at ArtsX, GP said that a significant number of challenging staff had already left and the ethos and staff mood has since become more positive. Trustees agreed that they should be open and honest with the staff about how the college is very much in a state of flux and although there are concerns, there is rapid progress taking place to address this. Trustees agreed that there is a strong leadership and governance in place now and the SLT and Trustees know where the weaknesses are and plans are in place to address this. GP said that he firmly believes that the college will be in a very different place by Easter. Trustees acknowledged that the reason that not all staff have had a performance management meeting this term is because the SLTs focus has been on ensuring that safeguarding procedures are firmly in place.

- c. Trustees agreed that it is good discipline for the SLT and Board to have a regularly updated list of the details of the progress towards addressing the college's priorities and objectives, so that there is a shared understanding in the leadership when questioned by Ofsted. The list should also be updated with the college's achievements and successes since moving into the new building in November 2021 and since the new Head of College has been in post in June 2022.

**Action 221205/02:** A crib sheet to be prepared and updated termly, listing the school priorities; data headlines and trends; safeguarding priorities; and the headline financial information, so that Trustees may use the sheet as an aide memoir during an Ofsted inspection. (GK, GP, JW)

- d. GK said that the college has provided staff with CPD opportunities to upgrade their soft and hard skills. A staff briefing takes place at the start and end of every day. Every Wednesday staff also receive a CPD session lead by the EP. Staff have received training on contextual safeguarding and a session on using the right codes in marking the attendance register and how this relates to safeguarding. GP provided training on Curriculum Intent, which was very useful. Staff have also taken part in a session discussing the values of the Trust and applying these in their everyday roles.

The Teaching and Learning strategy includes monitoring of professional standards through regular lesson scrutiny, learning walks and observations, followed up with supportive feedback sessions to give staff opportunity to reflect. Staff meet with their line manager on a fortnightly basis. GK advised that she plans to meet with every staff member over the next two weeks.

- e. The Quality of Education includes a learning strategy of increasing student engagement through PSHE workshops, live sessions and residential trips.

Two members of staff accompanied students to Hainault Forest for an outwards bound experience. Many parents attended the college to see a slide show presentation of photos and videos of the visit and the activities their children had taken part in. Trustees encouraged the college to organise more of such experiences for students.

The college organised career workshops for the students to help them gain industry experience. Six soldiers attend the army event and carried out an interactive session with students followed by a Q&A session. In response to questions, GK confirmed that the army attendance was not about recruitment, but letting students know of the different career pathways available to them. The most recent workshop was by an employer in the gaming industry and was very well attended.

The college has also organised student workshops from a charity group on Mental Health and Wellbeing for young people and most recently a workshop on Keeping Safe in the Community, which discussed issues around involvement and use of drugs.

- f. In discussing HR issues, GK said that a few personnel files that were inherited from WAC still require some update, but the situation is in a much more secure place than a few months ago.

In discussing the three teachers who are leaving and how many other staff might be feeling disenchanted, GP said that from the analysis of the staff survey this could be as many as 50% (ten of twenty). JW said that the issue is that these staff are being challenged more in their roles, but it is felt that some of the them could be won over.

*14:55 - Sara Attwood left at this point.*

- g. CW suggested contacting the regional offices of the unions and talk to the full-time officials to clarify whether any of the staff who claim to be union representatives are or are not. If there are no official union representatives in the college staff, then the college could ask the unions for an official to visit and provide staff with proper advice.

JW said that more central funding is required to bolster the Trust's internal HR function, which is currently stretched with actions such as converting temporary staff to permanent contracts, on top of general HR activities. Trustees noted that 40% of staff are temporary staff at ArtsX and 35% at IMHS.

- h. In discussing the priority to develop reading skills for students who are not yet fluent (include phonics and decoding), GK said baseline assessments have been used to introduce literacy and reading schemes for the different ability groups and to inform students' individual learning plans and allocate support from the National Tutoring Programme.
- i. In response to questions, GP said that management support is targeted at those staff who need support, rather than support applied uniformly. Classroom observations take place once a term, but if a staff member is on capability, then the rules on observations are different. Trustees agreed that they should receive regular reports on the percentage of teaching staff who have been graded as Good or Outstanding.

*15:05 – Chris Weavers left at this point.*

- j. In discussing the priority around student attendance, GK said that mock exams will start this week. The college expects some challenges from students being unsettled and is assessing students on whether they will be able to take exam subjects. There are currently three students who are on a remote access capacity and two additional students with EHCPs arriving in the next few weeks.

JW said that the attendance data is being skewed by students on internships, as they are being recorded as being absent, when in reality they do not have a full programme.

In response to questions on attendance at the college last year being reported to be over 70% and is now just over 50%, JW said that the LA had advised that attendance was previously being recorded incorrectly. Students arriving at any point of the day were being marked in for the whole day, when there should have been separate attendance recording for the AM session and the PM session.

Trustees suggested that the school's attendance reporting should be separated at June 2022, when correct attendance reporting commenced, so that it is clear to all that the

previous attendance figures was by the previous management. This would also provide a more meaningful trend analysis going forward.

- k. In discussing ArtsX finances, JW said that there is some concern around the roll at ArtsX, which has dropped to 42 from 46. However, the students who have left should not have been on the college's roll.

In response to questions, JW said that LA SEN income in the budget is based on current students, not on the aggressive growth forecast. Trustees agreed that the budget should be based on realistic assumptions on the growth rate, which they would then interrogate for better decision making around risk and the size of the cushion required.

- l. Trustees received the IMHS priorities and action plan.

In discussing the priorities on delivering improvements to the curriculum and to revise assessment reporting and recording, LT advised that the Middle Leader staff member that had been appointed to implement the assessment plans and data recording in the SIMs MIS has been on long-term sick leave since September. The SLT and admin team have made some progress towards this work, however, the SLT is also stretched as the new Assistant Headteacher will not be in post until January. It is anticipated that the curriculum improvement plans will be back on track in January. In response to questions, LT advised that the new Assistant Head has a teaching background as an English teacher and has experience of curriculum modelling in both mainstream and SEMH provisions.

- m. LT advised that the new Mental Health & Wellbeing Lead has started at the school. He is currently in the process of analysing surveys completed by parents and students to feed into the whole-school approach to mental health.

- n. In discussing attendance, LT said that parents are invited to weekly attendance meetings to help strengthen relationships and better working between the school and parents. LT said that the LA had put some pressure on the school to put students with PA on reduced timetables. The school had to explain to the LA that putting students on a reduced timetable is often not the best solution, as it is difficult to encourage students to attend full-time after they have experience of a reduced timetable and this also does not address the issue of why those students are not attending school.

LT said that there have been cases of the school referring families to the MASH team for early help. For example, when home visits by the school for attendance issues have identified families who are struggling and students acting as young carers for a parent or being used to babysit siblings.

The school also provides regular drop-in sessions for parents run by the EP. The most recent sessions have discussed sleep hygiene and impact of the cost-of living crisis.

- o. In response to questions on the INSET day, LT said that staff talked through about the ethos of the Trust and had an open discussion about their work at the school. The main areas of feedback were on staff wishing to be more involved in the development of the school and part of the decision process of any changes. For example, some staff suggested that the school should focus on creating more learning space instead of the outdoor pitch.

## **7. Policies & Documents:**

- a. None.

## **8. Any other Business:**

- a. Forward Agenda
  - Admission Arrangements for 2024-25 (to be submitted by 28/02/23)

- Governance Statement
- Scheme of Delegation
- Policy Review Schedule
- Vision, Core Values and Mission Statement
- ArtsX Event Planning
- Audit Update
- Teacher Training
- Curriculum Policy
- Scheme of Delegation
- Trust-wide Marketing Plan

**9. Next Meeting Date:**

■ 14 December 2022

**10. Any Confidential Items:**

None.

**11. Items for non-Staff only:**

Received.

The meeting closed at 15:45

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Chair

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Date

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**Decisions**

**Agreed:** The Minutes of the meetings held on 3 October 2022 were confirmed as a true record.

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**Actions carried over from previous meeting:**

**Action 221003/01:** Business Interest forms to be completed and returned to the Clerk. (FG, CW, HP, RS)



**Action 221003/04:** A meeting to be arranged to discuss marketing of ArtsX and taking forward social media content. (HP, JW, GK).

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<https://www.youtube.com/watch?v=pP2VKWSagE0> (All Trustees).

**Actions from this meeting:**

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**Action 221205/02:** A crib sheet to be prepared and updated termly, listing the school priorities; data headlines and trends; safeguarding priorities; and the headline financial information, so that Trustees may use the sheet as an aide memoir during an Ofsted inspection. (GK, GP, JW)