

MINUTES
Local Governing Board Meeting
16:30 on Thursday 7 July 2022

PRESENT: Aine Markey, Frank Green, Gosia Klosek (Head of College), Helen Priday, Tom Attwood, Gary Pocock (Ch), Greg Arkus, Pippa Cleary, Justin Warren

ALSO IN ATTENDANCE: Jesse White (Interim CEO), Julie Pierzchniak (T4 Safeguarding Lead), Lorraine Drewe (SBM), Asad Muzammal (Clerk)

1. Apologies for Absence and welcome of any new Governors:

- a. Apologies for absence were received for Denise Brown.

2. Declarations of Pecuniary Interests:

- a. There were no declarations of pecuniary interest in today's agenda.

3. Membership Matters:

- a. Governors noted that FG will be stepping down as a Governor at the end of this term but will remain as a T4 Trustee.
- b. Aine Markey was introduced as a prospective Governor. AM has a background in the arts.

Agreed: Aine Markey to be appointed as a Governor on the ArtsX LGB for a term of four years.

Action 220707/01: The GIAS website and ArtsX website to be updated with AM as a new Governor. (JWh, GK)

4. Minutes of the previous meeting and matters arising:

- a. The actions for an election process to be arranged for two Parent Governor vacancies and for one Staff Governor vacancy has been deferred to the Autumn term, to allow new parents and staff to take part.
- b. In discussing the action on the ArtsX strapline, HP said that the website homepage still does not mention 'education'. The T4 website also requires update on the ArtsX reference. Governors agreed that the ArtsX website looks very appealing.

Action 220707/02: The ArtsX and T4 websites to be updated as discussed. (JWh, GK)

- c. In discussing the calendar of school events, GK said that the school has a very rich and diverse programme of events for the rest of this term. The college has several extracurricular

opportunities for students and a number of visits are planned from different LA departments, parents and prospective students. The college also has a number of end of year celebration events planned.

- d. In discussing the forward plan for the calendar of school events, Governors agreed that as the college is in scope for an Ofsted inspection, they should consider delaying the formal launch event for the college until a later date to allow for the college to be better prepared in curriculum development. Governors discussed how they could still proceed with a soft launch in November to generate some publicity, with a working party of Governors leading the planning to allow college staff to focus on the curriculum.

Agreed: The Launch Event working party to consist of JWh, LD, HP, PC and AM.

Action 220707/03: A meeting of the launch party to be arranged for early September. (JWh)

- e. In discussing the action on Job Descriptions for Middle Leaders, GS said that the action has been deferred, as there are changes planned for September.
- f. Governors noted that FG carried out a spot-check of the Asset Register earlier today. It was noted that there were two guitars missing, but on further checking it was found that these have been sent for repair and the college was able to evidence this.
- g. The LA Safeguarding Audit report has not yet been received. Governors noted that the college had received good verbal feedback. JWh advised that the new SBM had identified and addressed a number of gaps in the SCR and the personnel files of inherited staff. GP said that if an Ofsted inspection decided that safeguarding was not effective then the college would not be able to retain its current grading of Good. The issues to do with the personnel files of inherited staff included some staff did not have two references on file. Risk assessments have been carried out for these staff while their files are updated retrospectively. There were no concerns on the day-to-day safeguarding practice in the college – no student has been harmed because of these gaps. Governors noted that JWa had recently completed a check of the SCR and had found it to be in good order.

Governors wished to record their thanks to the new administration in the college for taking safeguarding of students so seriously and agreed that they felt more secure now that there is a firm grip on safeguarding in the college.

Action 220707/04: JWa's Safeguarding visit report to be circulated to Governors with the Minutes of this meeting. (Clerk)

- h. Governors discussed how the college had a history of poor employment decisions and agreed that there should be a rethink on future recruitment practices and interviewing, as three of the last four CLT appointments were not to the required standard of meeting the aspiration for the college to develop into a world class provision. Governors noted that there is recruitment expertise within the Trust Board and agreed that it would be useful for Trustees to sit in future recruitment panels for CLT posts. GK said that work has already taken place around recruitment practice and processes and the interview process. Governors noted that GP had sat on the panel for an interview that took place earlier today.
- i. The following actions were carried over:

Action 210819/01: A Parent Governor election process for two vacancies to be arranged early in the Autumn term. The vacancies to be promoted on the college website. (GK)

Action 210819/02: A Staff Governor Election process to be held early in the Autumn term (for One vacancy). (GK)

Action 211209/04: The final ArtsX strapline to be sent to HP for review before sign-off. (JWh, HP)

Action 211209/05: The calendar of school events, such as showcases, to be circulated to Governors. (GK)

Action 211209/06: Job descriptions and lines of reporting for Middle Leaders and CLT to be presented at the next meeting. (JWh)

Action 220505/03: The Safeguarding Audit to be an Agenda item for the next meeting. (GK)

Agreed: The Minutes of the meeting held on 5 May 2022 were confirmed as a true record.

5. ArtsX Action Plan:

- a. GK said that the recommendations made during the QA inspection have now been implemented. The ongoing issues are student attendance and safeguarding. The college has appointed an AWA to advise staff on multiple attendance strategies, including linking problematic attendance to curriculum areas. GK said that attendance is not a significant issue other than getting the processes right, for example, what absences can be considered as authorised. Governors agreed that they appreciate the review of attendance reporting now providing more accurate data, as this has highlighted that attendance is much lower and more of an issue than they had thought it was and must be improved quickly. Governors acknowledged that the review of attendance also includes strategies on how to improve attendance. Governors agreed that the Board should regularly receive a data dashboard for the college that includes a trend analysis for attendance.

Action 220707/05: A Data Dashboard to be brought to the next meeting. The Dashboard to include a trend analysis for student attendance; staff attendance; numbers of temporary staff and permanent staff; student assessment data and outcomes data; student destinations; and NEET figures. (JWh, GK)

- b. GK said that staff receive safeguarding training through comprehensive online modules, followed by training delivered by LT. In response to questions on online safety as an issue, GK said that a lot of the behavioural safeguarding issues come from students' social network interactions outside of college hours. This is a focus of the college's Safeguarding working party.
- c. In discussing Health & Safety, GK said that the audit had identified issues on managing fire risks and the familiarity of students and staff on evacuation procedures. The college has arranged for a fire drill to take place and Fire Warden training has been arranged for an additional eight members of staff in September, taking the total number of staff with Fire Warden training to 12. In response to questions, GK advised that the last fire drill was unplanned and took place two weeks ago, due to a student tripping the fire alarm. The fire alarms are tested every Friday.
Governors noted that the QA audit had incorrectly said that the college does not have a H&S Policy. This has been corrected in their report.
- d. In discussing the lack of outdoor space for students, GK said that the college is looking to establish links with local sports facilities.

- e. GK said that safeguarding has been the main focus of the CLT in recent weeks, but curriculum development is ongoing. GP said that the sequencing in the English curriculum, the Performing Arts and Media curriculums have been completed. Maths is a weak area, as the college has not yet appointed a permanent Maths coordinator. The Maths agency teacher is very good, so the teaching in Maths is strong. In response to questions, GK said that the college was not able to make an appointment from the candidates who applied in the recent recruitment process for a Maths Leader. The college has been fortunate to secure a very good long-term supply teacher, who has expressed an interest in the permanent role. GP advised that the previous Maths teacher was very good, however, it was later found out that the teacher did not have the qualifications that they said they had and so they were removed from the college staff. Governors agreed that this shows that the personnel checks in place are working. Governors discussed the difficulty in appointing Maths teachers at this time, as schools must compete with industry where there is a huge demand for Maths graduates, who can earn more than 40% above the rates paid in the education sector. Governors encouraged GK to appoint the Maths Agency teacher if is sure that the teacher is a good fit for the college.
- f. JWh presented the updated Risk Register. Governors reviewed the risk scores of impact and likelihood of all the risks. In response to questions on the main concern at this time, JWh said that Ofsted and safeguarding remain as the main risks. The other concern at this time is that whenever there is significant teacher pay increases these are usually funded by Government grants. However, because of the way the college is funded through an amount per student agreed with LAs, the college is potentially vulnerable at this stage.

Action 220707/06: All future agreements with LAs to include an inflation clause. (JWh)

- g. In discussing staffing, JWh said that the interview today was to replace RR, the previous interim Head of College, who will be leaving at the end of this term. The CLT will have a lot of work over the summer to make sure that there is effective communication of roles and responsibilities to the staff in the September INSET days.

6. Finance Update:

- a. Governors noted KB will be leaving the Trust at the end of August. A new CFO has been appointed, who will start in April.
- b. JWh said that the £142K ArtsX deficit is offset by the Trust and IMHS. The early work on the 2022-23 budget is looking more positive with a reduced in-year deficit of £100K, due the anticipated increase in the roll. JWh said that the college wants to grow the number of students on roll, but this must not be for financial reasons only; it is ensured that the college is able to meet a student's needs before the student is taken on.
- c. JWh said that there is still too much movement on a month-to-month basis in the ArtsX finances, with a deficit in one month followed by a surplus in the next. This is due to the huge variations in income. JP advised that for September, the college has already secured more than an additional £1M of SEN funding for current students and it is anticipated that there will be an additional £0.5M by December from new SEN referrals, as many of the referrals being received at this time are for students with SEN. Of the 38 students that have so far been confirmed for September, 25 have an EHCP, which is an extremely high proportion. The risks with this are the impact on finances if the college should lose any of these students. There are 19 Pre-16s, against the PAN of 25 Pre-16 places. One of the place commissioners has said that they still have several students still to refer to the college for September. The

college will receive a £10K placement factor for each of these students, in addition to any additional funding attached to the student. JP said that the college cannot refuse these students and the added challenge will be on whether staff feel confident to be able to manage the increase in SEN students. One of these students has mobility issues and will need assistance with personal care. His placement costs are £90K a year. In response to questions on whether the college is taking on more SEN students than the school has capacity for, JP said that the concern at the moment is the students who are being referred to the college who do not have an EHCP, as they can in some cases be even more challenging; mainstream schools are putting their students through the referral system, but not through the EHCP process.

- d. In response to questions on the high level of staff turnover and whether this is due to work at the college having become more demanding with the increase in SEN students; and if this may have also affected the culture of the college; and whether the college captures reasons for leaving in an exit questionnaire, JWh said that the CLT and Executive do recognise this as a main issue. JWh advised that immediately before this meeting, he had attended an open forum meeting with the staff, discussing where staff would like to see improvements in the college and the way they work. There is also ongoing dialogue with union representatives at the college. A staff survey has also been circulated to help identify the issues staff have. JP said that part of the reason could be to do with the change in the type of students that are being referred to the college. Historically, as WAC, the students that were being referred to the college were passionate about the arts. The students who are being referred now are those who are disengaged from education and are looking to re-engage in education through the arts. JP said that some of the staff are struggling with the two types of students, but the college does not control the students who are being referred. If a student has an EHCP there are only limited reasons that a school can say that they cannot take them on. Governors discussed whether it would be possible for the college to offer two programmes for different types of students, as there are two different student populations. JP said that the college does provide students with differentiation in the curriculum.

Governors discussed creating a link Governor role for staff welfare, to show the LGB is listening and values the staff. Governors agreed that they should make every effort to attend school events and showcases, as this will be an opportunity to meet both students and staff.

Action 220707/07: A schedule of Governor visit days to be brought to the next meeting. (GK)

- e. JWh said that T4 operates a relational model with students of not restraining or punishing students for things they do wrong and this is also difficult for ArtsX staff who are not used to this and do not have the skills in place at the moment to operate this way. JWa said that when he worked at IMHS, it was initially difficult to understand the concept of not restraining students, but eventually staff understand the ethos. JWa offered to meet with ArtsX staff to share his experiences and the rationale behind it, so that they can see that there is a school Governor that understands the transition and what they are going through and what the end goal will be.

18:05 – Greg Arkus and Tom Attwood left at this point.

Action 220707/08: Arrangements to be made for JWa to attend a staff meeting. (GK)

Action 220707/09: The analysis of the Staff Wellbeing Survey to be brought to the next meeting.
(GK)

- f. Governors suggested that as well as the students, the staff could also share video stories of their positive experiences at the college for the launch event and website. Governors agreed that the staff should also be involved in the planning of the launch event so that they do not feel as if it is being imposed on them. GK said that she has witnessed an abundance of talent and energy from the students and that she is sure that the staff would have many positive stories and ideas to share. HP offered to support the college with its social media and marketing strategy.

Action 220707/10: The Student Showcase event to be recorded for Governors unable to attend.
(GK)

7. Head of College's Report:

- a. Governors received the Head of School's report. Governors agreed that the report was well laid out and informative. The report also shows that the CLT has a clear understanding of the actions that need to be addressed. Governors agreed that much of the report had already been discussed elsewhere in the agenda today.
- b. In response to questions, GK said that the main concerns are on embedding Safer Recruitment practices and the quality of reporting of safeguarding concerns. To support attendance, the Welfare lead at IMHS has been supporting ArtsX staff to help ensure consistency of practice across the Trust. There are weekly staff meetings where any safeguarding issues and students are discussed.

8. Safeguarding:

- a. Discussed elsewhere in the agenda.

9. Policies & Documents:

- a. None.

10. Any other Business:

- a. Governors discussed offering a Post-16 offer focused on Arts and a separate programme for EHCP students. Governors noted that there are eight applications for RockSchool received through the Roundhouse. Governors suggested that the college also approach The BRIT School for referrals of any North London applications that they have not been able to take on.
- b. Governors wished to record their thanks to GK for her efforts and the changes she has made in the last three months and agreed that the college has a clearer direction of travel with her leadership and the college is in a much better position.
- c. Governors wished to record their thanks to FG for having expertly steered the direction of the Board over the last two years, overseeing the transition from WAC to ArtsX and the relocation to a new building.
- d. Forward Agenda
 - English & Maths Progress Report
 - Safeguarding Audit
 - Policy Review Schedule
 - Staff Restructure

11. Date of the next meeting:

- 16:30 on Thursday 15 September 2022

12. Any Confidential Items:

- a. None

The meeting closed at 18:30

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Chair	Date

Decisions

Agreed: Aine Markey to be appointed as a Governor on the ArtsX LGB for a term of four years.

Agreed: The Launch Event working party to consist of JWh, LD, HP, PC and AM.

Agreed: The Minutes of the meeting held on 5 May 2022 were confirmed as a true record.

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Actions

Actions outstanding from previous meetings:

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