



**MINUTES OF A MEETING OF THE HIGHAMS PARK ACADEMY TRUST FULL BOARD  
MEETING HELD ON WEDNESDAY 5 JULY 2023 AT THE SCHOOL AND VIRTUALLY**

Present: Tracy Penfold (Chair)-Trustee  
Nigel Armsby- Principal  
Alan Benton-Trustee  
Claudine Crossley-Trustee  
Jeanette Hogan-Trustee  
Andy Sikora-Trustee  
Dave Brown-Trustee  
Richard Palmer-Trustee  
Maria Eze-Trustee

Also in Attendance: Nick Hyde and Angy Osman (Deputy Principals)  
Tim Morris, Company Secretary

Clerk to the Board: Caroline Russell

**Summary of agreements and actions:**

<b>Minute reference</b>	<b>Formal agreements and/or actions identified</b>	<b>Named person(s) for action(s) identified</b>	<b>Completion date</b>
3.2.2.	5% Increase in School Meal Costs: School office to advise parents of increase wef 01-09-2023	School office/JA	As soon as possible
5	Audit: (i) Internal Audit Recommendations: Monitor tracker re implementation of findings.  (ii) Risk Register 2023/4: NA/JA to review and update most significant risks and score.	JA/Audit and Risk Committee NA/JA	Ongoing  Next full Board meeting.
7.4.	Progress with SDP Priorities: (i) 10 Principles of teaching and learning to be put on the School website. (ii) Updated version of the SDP to be presented to the October 2023 Board meeting. (iii) Support for low reading ages to be costed as soon as possible.	NA  NA  NA/SLT	Ongoing  October 2023  As soon as possible
14	Policies: (i) Health and Safety: Amend per minute.	JA	Ongoing
15	Dates and Times of Future Meetings: <b>Curriculum Committee:</b> 13/07/2023-6pm <b>Full Board:</b> To be confirmed. Provisionally 05/10/2023-5pm.		



16	Any Other Business:		
	(i) Educational Visits with Residential Element 2023/24: <b>AGREED</b> in principle for consideration by October full Board including risk assessments.	NA	Next full Board.
	(ii) Lettings Rates 2023/4: These were <b>AGREED</b> to commencement of School Rebuilding Programme and review thereafter.	JA	Ongoing
	(iii) Nomination for Chair of Trust Board: Nominations to T Morris, Co Secretary	TPM	

## 1. **WELCOME AND APOLOGIES FOR ABSENCE**

### 1.1 Welcome

All were welcomed to the meeting by the chair.

### 1.2. Quorum

The meeting was quorate with 9 trustees present.

### 1.3 Apologies

Erik Mesel

## 2. **DECLARATIONS OF INTEREST**

### 2.1 Declarations of Interest in the Current Agenda Items

There were no declarations of interest in the current agenda items.

## 3. **MINUTES**

### 3.1. Minutes of the Last Meeting Held on 18 May 2023

These were received and accepted. The minutes were considered signed, e-copies to be retained by the School and Governor Services.

### 3.2. Matters Arising

#### 3.2.1. Business Continuity Plan and Special Educational Needs and Disability Action Plan: These have been emailed to governors.

#### 3.2.2. 5% Increase in School Meal Costs With Effect From 01/09/2023

**ACTION:** Parents to be advised in writing of the 5% increase to take effect from 01-09-2023.

#### 3.2.3. Behaviour Policy: This was amended and **AGREED**.

## 4. **COMMITTEE REPORTS**

### 4.1. Resources Committee 29/06/2023: April 2023 figures were noted. The resources committee had reviewed a report and discussed the reasons for the differences in the figures presented in the April and May 2023 budget monitoring reports with a predicted revenue surplus of £85,000. A 3 year forecast was noted but setting and agreement of a budget for 2023/4 deferred (overall deficit of £720,000 reported) to allow further review of figures and measures to reduce staffing costs to be agreed. It was noted that the School Teachers' Pay Review body had recommended an increase of 6.5% with an assumption made by the School that 3% would be funded. A catering report was noted and 5% increase agreed with effect from 01/09/2023. A report re outturn costs is to be resubmitted. A planning application re the Schools' Rebuilding Programme has been submitted to the LA. NA will create a summary for public consultation. Appointment of a new site



services officer was noted, drainage issues continue, the cleaning contract has been tendered (implementation subject to financial provision being available), Work to P block toilets is ongoing, DEF grant funded Energy Efficiency works were agreed, a health and safety report is on the portal and policies will be considered on the current agenda.

- 4.2. Audit and Risk Committee 27/04/2023: This noted that there is review of internal control reports by Juniper. A final report was presented detailing 8 recommendations mostly low risk with 1 medium risk. A short health and safety audit was also conducted.

**Risk Register:** 56 risks were identified including impact, likelihood, mitigation and score post mitigation (mostly low risk). The highest risk is considered to be that of joining a multi-academy trust. There were no updates at the last meeting but the register is reviewed annually.

**External Audit:** Members recently appointed new external auditors for the current year and audit planning work has commenced with a preliminary meeting held with the auditors (Buzzacotts).

**Non-Financial Audits:** These will include GDPR, health and safety and reviews by Juniper (content to be determined).

- 4.3. Finance-Setting of Budget 2023/4: Consideration of this has been deferred with an extraordinary meeting needed (virtual) to approve a budget.

- 4.4. Monthly Budget Monitoring Reports: These are online for April. The meeting noted the improved in the projected figures presented April to May 2023 with a reduction in the projected deficit from £183,000 to £43,000. Future monthly reports will be put online for view by trustees/members with a predicted May operating surplus including capital funds of £85,857.

## **5. AUDIT**

- 5.1. Internal Audit Reports 2022/23: The scope of these and outstanding items were noted. The number of recommendations made has reduced over the last 4 years. Outstanding items from 2019/2020 relate to maintenance of a fixed asset register, Scheme of Delegation to refer to specific significant changes to be approved by the Board and trustees, 5 orders being dated after the invoice date (there may be valid reasons e.g. legal fees, utility bills), pay policy to include support staff and approval of appointments to be included in an academy policy (noted that approval of these below Principal level is delegated to the Principal), procedure for agreement of executive pay to be include in an academy policy/procedure.

**ACTION:** Monitor tracker re findings.

- 5.2. Internal Audit Programme 2022: Trustees approved 3 financial audits for 2023/4 with recommendations to be made for non-financial audits.

- 5.3. Risk Register 2023/4

**ACTION:** NA/JA to review and update the 20 most significant risks and score before the next full Board meeting.

## **6. BUSINESS CONTINUITY PLAN 2023/4**

This was **AGREED** following presentation to the resources committee (included details of the central government advice re emergency alerts).

## **7. SCHOOL DEVELOPMENT PLAN-NIGEL ARMESBY-SCREENSHARED**

NA updated the meeting regarding progress with SDP priorities noting that these were consistent with OFSTED inspection action points.



- 7.1. **Objective 1: Improve outcomes for specific groups of students (Special Educational Needs and Disability; Looked After Children; Children with a Social Worker; Pupil Premium; High Prior Attainers: Students with Low Levels of Attendance.**
- 7.2. **Objective 2: Increase the level of challenge and ambition in lessons:** All of senior management team are working with teachers regarding this with work done to identify the characteristics of 'outstanding' lessons and principles for teaching and learning including in practical and technical subjects. There have been workshops re ambition, retrieval, stimulation and recall in lessons, work scrutiny and pupil voice and identification of areas for development by class and school.
- 7.3. **Objective 3: Improve student behaviour and enhance their attitudes to learning:** Significant progress has been made and the majority of behaviour observed has been good. Work is ongoing re this with students and parents.
- 7.4. **Objective 4: To support students with low reading ages:** There is regular checking of students' reading ages to ensure that students who are unable to access GCSE scripts have support strategies in place to increase their reading ages. e.g. use of the National Tutoring Programme, use of teaching assistants at lunchtimes to run groups for children with low reading ages.  
The School now has reading data for all year groups and there has been a positive impact on attitudes and behaviour with better outcomes. There is a need to improve Progress 8 scores to give students better qualifications. The ambition is for annual improvement with intervention from Year 7 onwards. The intended outcomes are that students are able to access lessons better and that achievement improves.  
**Q.** Improving outcomes are measured by GCSE grades? **A.** Yes, as a measure of the progress of that cohort.  
**Q.** So academic achievement as a measure of success? **A.** Yes, mostly. For SEN learners it will be outcome related, for LAC outcomes and support given, for students with low attendance to increase attendance and the strategies used.  
Objective 1 is related to improving outcomes by increasing the P8 score. Objectives 2, 3 and 4 are more holistic reflecting that OFSTED want to see an increase in challenge and ambition.  
**Q.** So can we see the progress being made? **A.** Yes you can see the action plan and share outcomes and plans which will be red/amber/green rated. Senior leaders can present these at meetings to increase their ownership of them.  
**Q.** Are there different levels of achievement by ethnicity which cut across these? **A.** There has been no significant variation by ethnicity for the last few years so that is not reflected in these objectives. SEND and pupil premium are more significant so school actions and analysis are matched to these criteria.  
**Q.** Re objective 3 has behaviour improved this term? **A.** Generally, behaviour has improved in classrooms and corridors. Numbers sent to the exclusion room are taking time to improve.  
**Q.** When you have Year 7 and 8 data who will do this? **A.** Still being considered. Will possibly use Bedrock (an online package) and have made links with Chingford Foundation School in use of tier 3 vocabulary. We want to identify the best approach based on data. Bedrock is an online reading package for use at home and in school but we need buy in from curriculum leaders and hope to use NTP monies to part fund this.  
**Q.** How much funding for Bedrock has been budgeted? **A.** Need to cost but approximately £14 per pupil supported.  
**ACTIONS:**  
-10 principles of teaching and learning to be put on the School website



- An updated version of the SDP to be presented to the October 2023 Board meeting.
- Support to be costed for budget provision as soon as possible.

**8. DELIVERY OF YEAR 9 CITIZENSHIP PROGRAMME 2023/4-NA-SCREENSHARED:**

- 8.1. The School is to give extra time to literacy and numeracy so citizenship will be taught in tutor group time twice weekly with whole days taken out of English and Maths gained to cover particular topics e.g. Sex and Relationships Education. This proposal will make better use of tutor time and extra time for maths and English. Its possible extension to Years 7 and 8 will also be considered.
- 8.2. The School has reviewed aspects of citizenship which fit well into other curriculum areas e.g. gangs and knife crime in drama. NA stressed that a broad and balanced curriculum will be retained including art, music and drama.
- Q.** So what happens in tutor time currently? **A.** Check of uniform, attendance and head of year expectations. Literacy and numeracy activities could be included. A tutor group time snapshot has been created including expectations with time given for staff to deliver these. What happens in tutor time needs to set the tone for the lessons to follow this.
- Q.** What support will be there for staff regarding the delivery of unfamiliar content? **A.** This is already delivered by staff with spare teaching time with resources, allocations and schemes of work sent to staff affected.
- Q.** Help for staff? **A.** Including the use of external providers for content that has sensitivities. More maths and English staff have been recruited with 10 groups to operate for maths in Year 9.
- Q.** Are you utilising existing staff? **A.** No additional staffing was needed but staffing is now tight for September.
- Q.** Have vacancies been filled? **A.** All except for music teachers.
- Q.** So elements of existing subjects will be used to cover PSHE? **A.** Yes, included in the curriculum map on the portal.
- Q.** Is content re 'the origins of British government and democracy' deliverable in English and history e.g. intention to vote? **A.** Can be incorporated into existing content in history. There is a need to engage with local citizenry and to encourage participation in forthcoming elections.

**9. SUMMER SCHOOL-OUTLINE FOR GOVERNORS-NA-SCREENSHARED**

- 9.1. This will be held 21-23 August 2023. Aims, dates and an outline of the programme proposed were noted. (English, science, history, maths, Religious Studies and team building). It will be an opportunity for familiarisation with the school and will be funded for 7 groups.
- 9.2. A free packed lunch will be provided daily to support transition work with local primary schools. There will be a separate 6<sup>th</sup> form transition day.
- Q.** Numbers of Year 6 coming in? **A.** Letters will be sent to primary schools. 142 are expected for 6<sup>th</sup> form which is higher than previous years.

**10. NATIONAL TEACHING PROGRAMME-JULY 2023 UPDATE-SCREENSHARED**

- 10.1. Delivery of this has been reviewed for next academic year with the objective of increasing attendance and a focus on literacy.
- 10.2. It has proved difficult to do after school sessions so teachers will be paid to provide sessions during ½ terms and holidays as an incentive to teachers and encouragement to students to attend.





There will also be more homework and targets for individual students. The provision made should be better face to face and school staff will be rewarded.

- 10.3. Data was noted re non-attendance with funding to reduce next year.  
The need for consideration of financial implications was stressed by TP.

**11. SAFEGUARDING**

- 11.1. Safeguarding Link Governor Visit: This was noted by James Lampshire. Recommendations included identification of a family liaison role if financially possible. The LBWF audit is ongoing. Concern was expressed about increasing mental health issues and frustration re delays in support from relevant agencies.  
**Q.** Counselling support? **A.** 3-4 days per week and art therapy with all sessions fully allocated.

- 12. GOVERNOR SERVICES SERVICE LEVEL AGREEMENT FOR ACADEMIC YEAR 2023/4:** This has been agreed by email with dates for forthcoming meetings sent to Governor Services and training purchased.

**13. CHAIR'S ACTION**

- 13.1. Staff Survey: This has been sent out with a closing date of 07/07/2023.
- 13.2. School Improvement Partner Visit: This was made by Kim Rowe with a formal report awaited. It was reported as useful re lesson observations and articulation of principles of teaching and learning. A useful contribution to school development plan priorities.

**14. POLICIES**

- 14.1. Health and Safety Policy: This was **AGREED**. (No legislative changes to report but names and responsibilities amended).  
**ACTION:** Amend form to refer to 'Incident and Accident Reporting and Near Misses.
- 14.2. Careers Programme 2023/4: This has been **AGREED** and will be updated if needed.
- 14.3. School Uniform and Equipment: This was noted including the introduction of grey tailored shorts and option of black or white headscarf.
- 14.4. Gifts and Hospitality: This was **AGREED** with senior leaders to authorise. Discussion followed re budgets noting that they are decentralised but that there is also the centrally held catering profit share. JA noted that he could allocate any under spends from elsewhere if departmental budgets were fully spent.
- 14.5. Relationships and Sex Education: This was **AGREED**.
- 14.6. Behaviour: This was **AGREED** including an amendment relating to physical body searching. NA noted that if students do feel anxious about this they can talk about what they are feeling. The section re confiscation of banned substances and items was noted and that 2 permanent exclusions this year have related to possession of cannabis on site.

**15. DATES AND TIMES OF FUTURE MEETINGS**

**Curriculum Committee:** This will meet next on Thursday 13 July 2023 at 6pm.  
**Next Full Board Meeting:** To be confirmed provisionally 05/10/2023-5pm.



**16. ANY OTHER BUSINESS**

- 16.1. Educational Visits with Residential Element 2023/24: These were screen shared and **AGREED** in principle.

**ACTION:** October Full Board to consider including risk assessments.

- 16.2. Lettings rates 2023/4: These were **AGREED** to apply until the commencement of the School Rebuilding Programme and for review thereafter.

**ACTION:** JA.

- 16.3. Nominations for Chair of Trust Board: These should be sent to Tim Morris, Company Secretary.

- 16.4. 'Thank You' to Staff re GCSE Booster Sessions: This was proposed and **AGREED** unanimously.

- 16.5. Confidential Items: Staff present withdrew for consideration of these items on grounds of confidentiality or pecuniary interest.

The meeting closed at 6.45 p.m.

Chair: ..... (print)

..... (sign)

Date: .....