

## Board of Trustees

**Monday 27<sup>th</sup> March 2023**

### Minutes

**Present:**

Sugra Alibhai  
Peter Green (Chair)  
Lucy Harrison  
Linda Horbye  
James Marshall  
Adrian Marrocco  
Lola McDowell  
Helen Pettifor  
Zubair Shaikh  
Ellie Smith  
Andrew Tebbutt

1.	Governance
2.	Minutes of Previous Meeting
3.	Matters Arising
4.	Strategic/Training Item: Growth Mindset
5.	CEO Report
6.	Maths School Update
7.	Reports from Committees
8.	Any Other Business

**In Attendance:**

Del Cooke  
Ian Hooper  
Lubna Hussain  
David Lee  
Claire Mugridge  
Beth Yap

Minute	Decision /Action	D/A
8.	Board to receive a presentation from Andrew Tebbutt on Outreach at its next meeting.	A

**1. Governance**

**1.1. Apologies**

Richard Craster, Marco Macchitella and Lola McDowell.

**1.2 Declaration of Interest**

None.

**2. Minutes of the Previous Meeting.**

The minutes of the meeting of 12 December 2022 were reviewed and approved as a true and accurate record of the events that took place, with one minor amendment. It

was agreed that part of items 5 and 10 were confidential and would be removed from the minutes before being uploaded to the Trust's website.

### 3. **Matters Arising from the Previous Minutes**

5. **In response to a question from Trustees**, Sugra Alibhai explained that the Trust is considering which areas of the College campus should be upgraded in the coming years, including CCTV and security. The Board was informed that the Facilities Manager is also investigating reducing access to parts of the College during out-of-hours lettings. It was noted that a working group would be convened to discuss the improvement plans for the Woodhouse estate.
6. **In response to another question from Trustees**, Sugra explained that there have been five days of strike action over recent months. The NEU is considering the latest pay offer but no agreement has yet been reached.

### 4. **Strategic & Training Item: Growth Mindset**

The Board received a presentation from Sugra Alibhai on Growth Mindset, which removes the idea that ability is fixed and instils the belief that an individual's abilities and intelligence can be developed and improved over time with effort, persistence and dedication.

Sugra explained that this is something that she and the Senior Leadership Team are passionate about and reminded Trustees that this fits with the Trust's vision, mission and goals for students.

Students at the Trust will have varied experiences from their secondary schools; and Woodhouse may be the first time they are surrounded by other high-achieving students. The challenges of the A Level curriculum sees the majority of students achieve poorer results initially before developing their learning skills. In so doing, they must show resilience, which prepares them better for university.

Woodhouse first adopted the 'A Level Mindset' in 2018-19, which is underpinned by Growth Mindset. Since then, all staff have been asked to read about Growth Mindset, leading to positive feedback. Staff agree that students should receive praise around effort over outcomes and failure should be seen as a way of improving.

The Trustees also discussed Growth Mindset in terms of ICLMS, agreeing that often students are referred to as being 'gifted' in maths. David Lee explained that ICLMS has been careful to avoid phrases such as 'talented mathematicians' or 'natural mathematical ability' when recruiting. David explained that Growth Mindset will play a large part in ICLMS as it may be the first time that these high-achieving students have struggled, but students must remember that they should be finding this difficult as they are actively challenging themselves.

**Trustees questioned** whether the implementation of Growth Mindset is adding to the workload of the teaching staff, but Alex Christodoulou explained that this has the opposite effect, as the responsibility is being put back on the student. However, Sugra explained that there is work to do with staff around the language that is used with students across the College.

**Trustees also questioned** how this approach fits in with the influences that a student may be receiving at home, which may be oppositional to Growth Mindset. Sugra explained that, at 16-19, some parents are an influencing voice whereas others are not. The Trust can only work within its influence of control. However, the Trust has spoken to parents about Growth Mindset so that they understand the philosophy.

**In response to a question from Trustees**, Sugra explained that it is difficult to measure the impact of Growth Mindset in a quantitative way. However, it was agreed that qualitative feedback around this is important, such as student voice.

The Board thanked Sugra for her presentation and agreed with the principles of Growth Mindset but **requested** that the Trust remains open to all educational approaches and that the term Growth Mindset should be one of many pedagogical paths that the Trust follows.

**5. CEO Report**

Confidential minute.

**6. Maths School**

Confidential minute.

**7. Reports from Committees and Local Governing Bodies**

**7.1 Search & Governance Committee**

The Board received the minutes of the Search & Governance Committee of 23<sup>rd</sup> January 2023. It was noted that two new Parent Governors have joined the Woodhouse Local Governing Body and that Phil Ramsden has been appointed as an Imperial-appointed Governor on the ICLMS Local Governing Body. Finally, the Chair informed Trustees that all sub-committees of the Steering Group have now come to an end, with their responsibilities passing to either David Lee or the ICLMS Local Governing Body. The Steering Group itself will continue to play a role until the new school has opened.

**7.2 ICLMS Local Governing Body**

The Board received the minutes of the ICLMS Local Governing Body of 30<sup>th</sup> January 2023.

**7.3 Audit & Compliance Committee**

The Board received the minutes of the Audit & Compliance Committee of 20<sup>th</sup> February 2023, noting that the Trust has appointed Price Bailey as its internal auditor for period of one year. It was noted that the Trust is also planning to go out to tender for its external audit provision.

**7.4 Finance & Operations Committee**

The Board received the minutes of the Finance & Operations Committee of 6<sup>th</sup> March 2023.

**7.5 Woodhouse Local Governing Body**

The Board received the minutes of the Woodhouse Local Governing Body of 20<sup>th</sup> March 2023, noting that governors received updates on the College

Improvement Plan, the Careers Strategic Plan and a presentation on how the Covid Catchup Fund is being spent. It was also noted that applications to the College have increase by 10% this year.

**8. Any Other Business**

The Chair thanked colleagues from Imperial for arranging for this meeting to take place at the South Kensington campus and it was agreed that the next meeting would include a presentation on Outreach from Andrew Tebbutt.

Action

The meeting concluded at 7:40pm