

**Minutes of the Full Governing Body Meeting  
held on Thursday 20 September 2018 at 17.30**

**Present :**

|                         |   |
|-------------------------|---|
| Mr J Bailey (EHT)       | Executive Head Teacher  |
| Mr C Chuter (CC)        | Co-opted Governor   |
| Ms A Cripps (AC)        | Co-opted Governor   |
| Mr R Day (RD)           | Co-opted Governor ( <i>left meeting at 19.30</i> )            |
| Mrs B Fullick (BF)      | Co-opted Governor   |
| Mr K Goodman (KG/Chair) | Co-opted Governor ( <i>left meeting from 17.34 to 17.35</i> ) |
| Mrs K Kyriacou (KK)     | Co-opted Governor   |
| Mrs L Matcham (LM)      | Co-opted Governor   |
| Mrs C North (CN)        | Co-opted Governor   |
| Mr R Ryan (RR)          | Local Authority Governor                                      |
| Mr K Symes (KS)         | Parent Governor   |
| Mrs S Whorlow (SWh)     | Staff Governor  |
| Mrs S Williams (SWi)    | Co-opted Governor   |
| Mrs M Zealand (MZ)      | Co-opted Governor   |

**In attendance :**

|                           |                       |
|---------------------------|-----------------------|
| Mrs C Glendinning (Clerk) | Local Authority Clerk |
|---------------------------|-----------------------|

**Apologies:**

|                        |                   |
|------------------------|-------------------|
| Mr A Papanicolaou (AP) | Co-opted Governor |
| Mrs L Goodman (LG)     | Parent Governor   |
| Mr B Young (BY)        | Co-opted Governor |

**Summary of Action Points**

| Item  | Action  | Who                    | Status |
|-------|---|------------------------|--------|
| 4.b   | Arrange training in using Google docs   | KS                     |        |
| 4.b   | Arrange whole GB training on monitoring                                       | LG                     |        |
| 4.b   | Review Gov Visit Policy on I&S agenda   | Clerk                  |        |
| 4.b   | Send out electronic diary dates   | Clerk                  |        |
| 6.a   | Review monitoring and GB structure, Feb/Mar 2019                              | EHT, Chair, Com chairs |        |
| 6.a   | Set dates for committee meetings  | EHT, Clerk             |        |
| 6.a   | Email Clerk with monitoring preferences                                       | All govs               |        |
| 6.a   | Monitoring plan and policy on I&S agenda                                      | Clerk                  |        |
| 6.c   | Arrange date for pay committee to meet in October 2018                        | Chair, KK, KS          |        |
| 7.i/j | Send Performance Mgt and Pay Policies to members of Pay Comm and HT Rev Panel | Clerk                  |        |
| 8     | Remove 'meeting summary' from future agendas                                  | Clerk                  |        |

Approved by FGB:      Signed by Chair: .....

Date: .....

# The Federation of Northern Infant School & Northern Junior School

Action

## 1. Welcome and Apologies

The Clerk opened the meeting and welcomed everyone at 17.33. With fourteen governors present, the meeting was quorate.

Apologies were received and accepted from AP, LG and BY.

## 2. Election of Chair and Vice Chair

The Clerk informed governors that she had received a self-nomination from KG for the role of Chair and from AP for the role of Vice Chair.

No other governors came forward to nominate themselves for these roles.

*17.34 KG left the meeting.*

There was a vote and KG was elected as Chair of Governors.

*17.35 KG returned to the meeting*

There was a vote and AP was elected as Vice Chair of Governors.

KG took over chairing the meeting.

## 3. Declaration of Pecuniary Interests

No pecuniary interests were declared in relation to this meeting. Governors completed the register of pecuniary interest for 2018-19.

## 4. Minutes of the previous meeting: 12 July 2018

### a. Approval and accuracy

The Chair noted that there had been discussion following the meeting regarding the decision taken by governors to change the structure of the GB, item 8 in the minutes. This decision will be discussed again at this meeting under item 6.a.

Governors confirmed that the minutes were a true and accurate record and these were signed by the Chair.

### b. Actions and matters arising

**Item 3.b – Ensure Governor Visit Forms on Google docs are anonymised:** KS confirmed that this has been done for forms already on Google docs.

The Chair informed governors that the Improvements and Standards committee will review the Governor Visits Policy.

**Governor question: Are visit forms on Google docs available for all governors to read?**

The Chair confirmed that they should be available to all governors but stated that training is needed for governors to be able to do this.

Google docs training (KS)

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Date: .....

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**Item 3.b – Forward email about complaints courses:** no courses available at the time. The Chair stated that, nationally, complaints are increasing and asked interested governors to book themselves on one of these courses as they become available.

Arrange whole GB training on monitoring (LG)

**Item 4 – Arrange whole GB training on monitoring:** to be done.

**Item 5 – Safeguarding Audit on FGB agenda:** completed

**Item 6.c – Talk to staff about role of autism ambassador:** Miranda Tabraham has been appointed as autism ambassador.

**Item 7 – GDPR overview sent to governors:** completed

**Item 8 – Send out Governor Visit Policy:** the policy is still to be reviewed by the Improvements and Standards committee.

Review Gov Visit Pol on I&S agenda (Clerk)

**Item 8 – Send out electronic diary dates:** to be done once all meeting dates have been confirmed for 2018-19.

Send out electronic diary dates (Clerk)

### 5. Executive Head Teacher – Strategic Plan and Self-evaluation

EHT explained that there is one strategic plan for the whole federation but that each school has a separate Self-evaluation (SEF).

EHT briefly outlined the Key Objectives (KO), and talked through the actions relating to each.

#### **KO1 – Increase impact of all leaders on the schools' performance**

(1.1) EHT explained that subject leaders should develop their monitoring role and how they feed back to teachers. They should also be more involved in analysing data, drilling down into groups such as pupil premium children (Ever6 and service children).

#### **Governor question: What is 'Ever6'?**

EHT explained that Ever6 includes children who receive free school meals or have received them within the last 6 years.

EHT stated that it is important for governors to monitor pupil premium spending and the impact of this.

EHT stated that subject and phase leaders should be setting milestone targets for each HAM phase and checking success against these. He said that both subject leaders and governors should have training around key tools, such as Fisher Family Trust (FFT) data.

(1.2) Subject and phase leaders will work with SLT to develop their coaching skills. Foundation subject leaders will have a mentor from SLT to support them.

(1.3) EHT stated that work would be done to develop an assessment tool using Schools Information Management System (SIMS) for non-core subjects such as geography.

(1.4) EHT explained that senior leaders would work with the LLP. He reported that the strategic plan and SEFs had been shared with the LLP.

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(1.5) EHT stressed that the strategic plan identifies the need to develop links with governors who can work alongside and be part of the process. This includes developing a linked governor monitoring plan, reviewing the structure of the GB and introducing training for governors on tools such as FFT.

### Governor question: Why does each school need to have a separate SEF?

EHT explained that each school has a separate Ofsted inspection and that the SEF feeds into this so it does not make sense for them to be combined.

### Governor question: Does having different SEFs for each school adequately show the benefits of federation?

EHT stated that the strategic plan does this but that Ofsted inspectors would only be interested in SEF information relating to the school they are inspecting.

## **KO2 – Ensure teaching, learning and assessment are securely good and increasingly outstanding**

(2.1) EHT drew governors' attention to the areas of focus taken from lesson study and research. He reported that teachers would use IRIS to film themselves and share development points using a peer model.

EHT stated that existing non-negotiables for English and maths would be developed further.

(2.2) EHT reported that there would be a focus on task design for maths and applying writing skills in other subjects.

(2.3) EHT stated that it was important for children to know their own targets.

(2.4) EHT reported that work would be done with an LA advisor to ensure good planning in maths, especially with regard to high attainers.

(2.5) EHT stated that work would be done with LA advisors and other schools on moderation.

(2.6) EHT explained that tracking for high attainers would also be introduced.

## **KO3 – Raise pupils' achievement in reading, writing and maths**

(3.1) EHT stated that Foundation Stage (FS) and phonics results are good and in line with national but that the aim is to exceed this for Good Level of Development (GLD) and phonics.

(3.2) EHT explained that the data is showing achievement at or above national apart from KS2 maths for high attainers and so this is a key area for development. He stated that this is not specific to one cohort as it has been the case for two years in a row. He reported that AC is doing good work to address this through pupil conferencing to fill gaps.

(3.4) EHT identified that boys' writing is another area of focus.

(3.5) EHT stated that there will be a focus on 'off-track' pupil premium children. The ELSA will be responsible for working with the service children through the services club.

**KO4 – Revise and develop the wider curriculum**

(4.1) EHT stated that work had been developed around the core values, which underpin the curriculum themed units. He reported that AC and BF have been looking at developing more hands-on science work.

EHT explained that Philosophy for Children (P4C) is being introduced to develop children's thinking skills through philosophical enquiry.

(4.2) EHT stated that there will also be work to exploit opportunities for improving reading, writing and maths skills through other subjects.

**Milestones**

EHT drew governors' attention to the milestones, which set out a series of dates and what is expected at each point. Leaders and governors should be looking to see what evidence there is.

EHT explained that the milestone targets for KO3 are data targets, which reflect the aim to increase the proportion of pupils at Age Related Expectation (ARE) and beyond. He stated that these had been set after looking at every child and what they can achieve.

**Governor question: Targets where you can use data to measure are straightforward but how do you measure some of the other milestone targets?**

EHT stated that some can be measured through learning walks and observations to identify, for example, a percentage relating to the quality of teaching and learning. In a lot of cases measurements do not relate to numbers but to a discussion of evidence.

**Governor question: How can governors check that this is being done correctly?**

EHT explained that governors need to work with SLT when they are discussing this evidence. Using the monitoring plan there are a variety of different ways to gather evidence. EHT stated that the proposed change to the structure of the GB would mean working in a different way. This would be discussed later in the meeting.

**Governor question: The milestone targets for maths show a big increase in 'Beyond' from the start of the year to the end, 9% to 24% in Y6 and 8% to 37% in Y5. Is this achievable?**

EHT stated that high attainers in maths are a focus of the strategic plan. He accepted that these are ambitious targets but stated that the aim is to match national and that there will be a lot of focus on this group.

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### Governor question: Will these targets put undue pressure on staff?

EHT stated that that these targets are not unrealistic and are attainable.

EHT drew governors' attention to KO 1.5, which identifies the need to develop governors' monitoring role. He stated that governors need to demonstrate thorough monitoring.

### SEF

EHT shared the SEFs for each school and explained the sections. He explained that the areas for whole school development are usually taken from the previous inspection.

For NJS, EHT stated that he did not feel that 2 of the areas highlighted from the previous inspection (inattention and lapses in concentration and parental involvement) were an issue at the school.

EHT stated that the school had judged itself: Good for leadership and management (previous Ofsted grading Good); Good for quality of teaching and learning (previous Ofsted grading Good); Outstanding for Personal development (previous Ofsted grading Good) as there are very few areas for development and lots of strengths; Good for Outcomes (previous Ofsted grading Good) as progress is still average.

### Governor question: What happens to the SEF?

EHT explained that this will be shared with governors and teachers.

For NIS, EHT stated that the school had judged itself: Good for leadership and management (previous Ofsted grading Good); Good for quality of teaching and learning (previous Ofsted grading Good); Outstanding for Personal development (previous Ofsted grading Good) although pupil premium attendance is lower than non-pupil premium; Good for Outcomes (previous Ofsted grading Good).

### Governor question: How often is SEF done?

EHT stated that once the data is received in the summer term, it will be reviewed. It would also be reviewed following an inspection. He explained that it is an on-going document that will be checked at each milestone.

### Governor question: Does the LLP go through this?

EHT explained that she asks for evidence and questions the judgements. Her role is to moderate the schools' judgements and ask the right questions.

### Governor question: Is it entirely the schools' own self-evaluation? Is work on this ever done with other schools?

EHT stated that this is entirely the schools' own self-evaluation although he is involved in inter-school partnerships and discussions with other Head Teachers who may visit the school and give honest feedback.

### Governor question: Do Ofsted see the SEF before they visit?

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EHT stated that Ofsted inspectors will ask to see the SEF as soon as the school is notified of a visit so it is important that it is kept up to date.

EHT thanked AC and BF for all the work they had done on both the SEFs and Strategic plan.

## 6. **Governing Body Matters**

### a. **Structure of Governing Body**

The Chair explained that, at the previous FGB meeting on 12 July 2018, the decision had been made to restructure the GB to function without committees. As governors had not been aware of the restructuring proposal before the July FGB meeting, the Chair had been asked to give governors the opportunity to revisit this decision with more time for discussion. The Chair asked EHT to give an overview of the proposal. He clarified that the proposed structure is one that has been used before and is preferred by interim executive boards.

EHT referred governors to 'Governing body without committees' document, which had been sent out prior to the meeting giving more details and identifying some advantages and disadvantages of the model.

EHT explained that governors linked to specific areas of the strategic plan would work alongside SLT when they met to discuss, for example, the budget or data. As governors would be part of the discussion, they would have a clearer idea and would be able to feed this back to the GB at FGB meetings. EHT stated that this would reduce the repetition that happens with the current structure. EHT also pointed out that this would mean fewer meetings for both SLT and governors.

EHT explained that there are some disadvantages such as: The Chair and EHT would be solely responsible for agendas; FGB meetings could take longer; and governors would have to commit to attending all six FGB meetings. He explained that, in addition to attending the six FGB meetings, governors would need to attend meetings at the school as identified in the monitoring plan, for example, milestone meetings.

Governors put forward the following views on the proposal.

A governor felt that the new structure would be beneficial as individual governors could be entrusted by the GB to look at an area in detail and identify the red/amber items, which would then be brought to the FGB meeting for discussion.

EHT pointed out that each FGB meeting would have a different focus and priorities.

A governor stated that the no-committee model integrates oversight and is more clearly defined.

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A governor expressed the view that the no-committee model could put more pressure on governors as they would have more responsibility and checks and balances would need to be maintained. It would still be important for the FGB to review the budget three times a year.

**Governor question: What would happen if there were urgent issues which arose between FGB meetings?**

EHT responded that this can happen now and would be handled in the same way. An extraordinary FGB meeting could be called if necessary.

A governor raised the following concerns: the new model relies on governors attending all FGB meetings but this is not realistic as there are always absences; the current process is repetitive but it enables, for example, the Resources Committee to go through the budget line by line and then make a recommendation to the FGB, who do not then have to look at it in the same detail; FGB meetings will be longer and having more people attending will also tend to lengthen them; governors must be responsible and it is important that responsibility does not rest with too few governors; the new model may be more efficient but dictatorships are more efficient than democracies. Democracies allow for more monitoring and all governors must be responsible for the decisions made. Putting just one governor in charge of an area of governance puts a lot of trust in a single person.

EHT reminded governors that the Linked Governor Monitoring Plan calls for more than one governor for areas such as finance.

A governor stated that having one governor present in a management meeting is very different to having management reporting to a committee. There is a danger that the governor will just agree and will not oversee as effectively.

A governor made the following points: if this structure is preferred by interim executive boards for schools that are underperforming or undergoing academy take-over, it might not be suitable for the Federation, which is not in this situation; it is unrealistic to expect all governors to attend all meetings when the focus may not be in line with their skillset or interest and everyone has other commitments which may prevent them from attending every meeting; individual governor monitoring is already working well, for example the SEN governor and safeguarding governor, who share their expertise with the GB; the Terms of Reference already expect governors to attend all FGBs and state that meetings should be completed within two hours wherever possible.

A governor stated that there are problems with the current committee structure as there are sometimes very few non-staff governors present at the Improvements and Standards committee and the Resources Committee often has issues with being quorate.

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A governor made the point that governors who are staff members often have to repeat discussions of the same data in four different meetings. This is time which could be better used for the benefit of pupils.

A governor proposed that monitoring could be done differently, rather than a committee, two governors with responsibility for finance could look at the budget and then the FGB would be quicker because only key issues would be picked out rather than detail.

A governor made the point that the no-committee model is used in lots of schools and works well and that it should be considered because the current model is inefficient.

A governor stressed that if the no-committee model is adopted, governors have to be comfortable with handing over a lot of responsibility to the executive and having just one or two people responsible.

A governor made the point that governors carrying out monitoring individually will have to report back and can be challenged as now happens with, for example, the safeguarding governor. Different governors feel more confident about different areas of governance.

A governor stated that, to ensure effective monitoring, all governors must be willing to go on training.

The SEN governor stated that they trust the SENCo and are comfortable coming in to meet with them. They would find the Linked Governor Monitoring Plan useful as it identifies specific times to come in and this would feel more purposeful. They expressed the view that governors are responsible but that they do not have the same expertise as staff.

A governor made the point that the no-committee model may not be the only way to resolve this. The monitoring plan is needed regardless of the GB structure. There are risks and downsides, for example, it may be harder to challenge finance decisions with fewer governors. They stated that it is important to circulate written reports before the meeting with the agenda. They reminded governors that, although some meetings may appear inefficient, governors on committees have a range of personalities and people make decisions at different paces.

A governor put forward the view that schools in difficulties, for whom this model works, have different needs from other schools. They also expressed concern as to whether one governor could identify any issues and make recommendations for all to agree. Although the final decisions would still be taken by the FGB, it would be important for more than one governor to oversee areas such as finance.

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A governor made the point that the GB works as a jigsaw, not all governors are needed to oversee everything and that overview by the full GB should be sufficient.

A governor stated that, if the school is inspected, governors will be called in to answer questions. Unless the Linked Governor Monitoring Plan is put into effect, there is a risk that governors will not have sufficient knowledge to demonstrate good governance.

The Chair proposed that, given the issues raised by governors, the GB should not rush to decide on restructuring. Governors agreed that more information was needed.

EHT proposed that, rather than one governor attending meetings with SLT, two governors should always attend. This would make it easier for them to hold leaders to account.

Governors agreed that they were not ready to make the decision to restructure the GB. It was agreed that the two committees would still meet but that governors should also commit to taking part in the Linked Governor Monitoring Plan. This will require additional work from governors but will provide the necessary experience for the GB to make an informed decision on the restructure in six months' time.

EHT stated that the Linked Governor Monitoring Plan just requires governors to put their names against the identified areas and then dates for meetings can be confirmed.

It was agreed that the Chair of Governors, Chairs of the two committees and EHT should meet in six months to review whether governor monitoring ensured sufficient challenge and oversight.

EHT stated that dates for committee meetings would need to be rearranged to ensure that they fit with budget deadlines and milestone dates. He will liaise with the Clerk to plan these.

The Chair asked all governors to email the Clerk in the next week to identify which area of the Linked Governor Monitoring Plan they would like to sign up for.

The Chair asked that the monitoring plan be put on the agenda of the Improvements and Standards committee meeting and that this committee review the Governor Visits Policy and Visit Report.

Review monitoring and GB structure in Feb/Mar 2019 (Chair, Comm Chairs, EHT)

Dates for comm meetings (EHT, Clerk)

Email clerk with monitoring preference (All gobs)

Mon plan and policy on I&S agenda (Clerk)

19.30 RD left the meeting.

### **b. Governance manuals and TOR**

#### **i. Confirm adoption of Manual of Personnel Practice (MOPP) and any in-year revisions issued.**

Governors confirmed adoption of the MOPP and any in-year revisions issued.

Approved by FGB: Signed by Chair: .....

Date: .....

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## ii. Confirm adoption of Manual of Financial Practice and Procedures (MFPP) /Scheme of Financial Management

Governors confirmed adoption of the MFPP/Scheme of Financial Management

## iii. Instrument of Governance

Governors agreed the Instrument of Governance.

## iv. Review Terms of Reference for FGB

Governors reviewed and approved the Terms of Reference for FGB with no amendments.

## v. Governor Code of Conduct

Governors reviewed and approved the Code of Conduct with no amendments.

## c. Governor membership and roles

### i. Confirm governor membership of committees and panels

**Improvement & Standards Committee:** CC, EHT, AC, BF, CN, SWH, SWi, LG, AP, LM, BY, MZ

**Resources Committee:** KG, EHT, KS, KK, RR, RD, BF, AC, MZ

**Pay Committee:** Chair, KK, KS

**HT Review Panel:** RR, RD, CC

The Chair informed members of the Pay Committee and HT Review Panel that training is available for these roles and asked them to book themselves on this as required.

The Pay Committee agreed to arrange a meeting date in October 2018.

**Book meeting date for Pay Comm (Chair, KK, KS)**

### ii. Governor roles:

**SEN** – LM

**Child Protection and LAC** – BY

**H&S** – RR

**Patch Forum** - SWi

**Training Liaison** – LG

### iii. Governor subject responsibilities

Governors will sign up to areas of the linked governor monitoring plan. This will replace governor subject responsibilities.

## 7. Policy Reviews

### a. Safeguarding Audit

This had been circulated prior to the meeting and checked by BY. Governors approved the Safeguarding Audit.

### b. Child Protection Policy

This had been circulated prior to the meeting and reviewed by BY. It has been updated in line with Hampshire guidance. Governors approved the Child Protection Policy.

### c. Safeguarding Policy

This had been circulated prior to the meeting and reviewed by BY. It has been updated in line with Hampshire guidance. Governors approved the Safeguarding Policy.

### d. Physical Intervention Policy

Approved by FGB: Signed by Chair: .....

Date: .....

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This had been circulated prior to the meeting and reviewed by BY. It has been updated in line with Hampshire guidance. Governors approved the Physical Intervention Policy.

**e. Fire Management Plan**

This plan had been circulated prior to the meeting. Governors approved the Fire Management Plan.

**f. Emergency Response Plan**

This plan had been circulated prior to the meeting. Governors approved the Emergency Response Plan.

**g. Health and Safety Policy**

This policy had been circulated prior to the meeting. Governors approved the Health and Safety Policy.

**h. Snow and Ice Plan**

This plan had been circulated prior to the meeting. The Chair reminded governors that it had been successfully put into action in the last academic year.

Governors approved the Snow and Ice Plan.

**i. Performance Management**

This policy had been circulated prior to the meeting. The Chair asked that it be re-sent to members of the HT Review Panel and Pay Committee.

Governors approved the Performance Management Policy.

**j. Pay Policy**

This policy had been circulated prior to the meeting. The Chair asked that it be re-sent to members of the HT Review Panel and Pay Committee.

Governors approved the Pay Policy.

**k. Attendance**

The attendance leaflet for all parents had been circulated prior to the meeting.

Governors approved the Attendance Leaflet.

**l. Admissions**

This policy is available on the schools' websites.

Governors approved the Admissions Policy.

Send Perf  
Mgt and Pay  
Policy to  
panel/commit  
tee (Clerk)

**8. Summary of meeting and key outcomes**

The Chair proposed that this item be removed from future agendas. Governors agreed with this proposal.

Remove item  
from future  
agendas  
(Clerk)

**9. Items for next agenda**

None identified.

**10. Any other business**

No other business.

**11. Date of next meeting: Thursday 29 November 2018 at 17.30**

The meeting closed at 19.54.

Approved by FGB: Signed by Chair: .....

Date: .....