



Minutes of the Full Governing Body Meeting of Lady Margaret School		Date/time: 16th December 2020, 6.00pm		
Present:	Mr Philip Bladen, Chair Mrs Maxine Boersma Mrs Marianne Coates (attended remotely) Mr James Ewins (attended remotely) Ms Kate Foulds Mr William Hunter (attended remotely) Mrs Arabella MacIntyre (attended remotely) Mr Nigel Parker (attended remotely) Mrs Sarah Peart (attended remotely) Miss Vithya Premkumar (attended remotely) Ms Jane Reed (attended remotely) Revd Penny Seabrook (attended remotely) Mr Paul Sloan (attended remotely) Ms Elisabeth Stevenson, Headteacher Mr Philip Thomas (attended remotely) Mrs Tania Weithers (attended remotely) Mr Richard Wormell (attended remotely)	In attendance:	Mrs Wendy Gainham, Clerk to Governors Ms Nicola Lupton, Deputy Headteacher (attended remotely) Miss Charlotte Walton, Assistant Headteacher (attended remotely) Mr Alex Parker, Bursar (attended remotely) Ms Tracey Young, representing haysmacintyre Mr Inigo Woolf, representing the LDBS (attended remotely)	
<i>Elisabeth Stevenson opened the meeting with a prayer at 6.10pm</i>				
Agenda Item		Action	By whom	By when
2. Apologies for absence				
2.1	Apologies had been received from Mr Justin Bairamian, Mrs Sarah Webber and the Bishop of Kensington. Permission for absence was granted.			

Agenda Item	Action	By whom	By when
<p>3. Welcome and Introductions</p> <p>3.1 The Chair welcomed all those present and in attendance, and introduced Mrs Maxine Boersma, recently elected Parent Governor, and Ms Kate Foulds, recently elected Staff Governor.</p> <p>3.2 The Chair also welcomed Ms Tracey Young who was representing the auditors, haysmacintyre.</p>			
<p>4. Register of Governors' Interests</p> <p>4.1 The Chair asked whether anyone had anything to declare which was specific to any of the items on the agenda of this meeting.</p> <p>4.2 No interests were declared.</p>			
<p>5. Report from The Finance and Resources Committee</p> <p>5.1 The following documents had been sent with the agenda:</p> <ul style="list-style-type: none"> • Minutes of the Finance and Resources Committee meeting dated 8th December 2020 • Annual Report and Financial Statements 31st August 2020 • Audit Findings Report 31st August 2020 • 2019/2020 Budget & Year End Actual • 2020/2021 October Budget & Year End Forecast • Three Year Forecast 2020/2021 to 2023/2024 <p>5.2 The Chair invited Ms Tracey Young to take Governors and Members through the accounts.</p> <p>5.3 Revd Penny Seabrook would represent the Bishop of Kensington at the AGM.</p> <p>5.4 The Full Governing Body would be asked to approve the accounts before the AGM took place, at which point the Members would also be asked to approve the</p>			

Signed.....
Chair of committee

Date.....

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accounts.			
5.5 Ms Tracey Young advised that the format of the accounts was broadly in line with last year's accounts, with a few additional disclosures due to COVID-19.			
5.6 Governors noted that the Governors' Report within the Annual Report and Financial Statements (pages 3-22) contained most of the covid-related comments and details of the impact of covid on the school over the year.			
5.7 Governors also noted that the Governance Statement on pages 23 - 29 of the Annual Report and Financial Statements was in line with the previous year. Ms Young reminded Governors that as the school received state funding, the Governing Body was required to set out how it governed and managed those funds.			
5.8 As set out in the various statements within the Annual Report and Financial Statements document, Ms Young confirmed that the audit had shown a clean set of accounts.			
5.9 Ms Young then referred Governors to the Statement of Financial Activities for the year ended 31 st August 2020 on page 38 of the Annual Report.			
5.10 The result for the year was a net expenditure of £50k compared to £444k the previous year, however the accounts contained a significant amount of distortion linked to the movements of the Local Government Pension Scheme.			
5.11 Total income was up £95k to just under £5.3 million, the major movements being a drop in donations of capital grants of £30k to £168k and a slight increase in donation income.			
5.12 Funding for the academy's educational operations was up £150k from £4.9 million to just over £5 million. The GAG funding was up £395k but this increase had been counteracted by falls in other income, mainly a fall in trip income due to the cancellation of trips during the summer term because of covid.			
5.13 Covid had also affected the lettings income resulting in a £24k fall in other trading activities from £82k last year to £58k.			
5.14 Total expenditure was down just under £300k. This masked an increase in staff costs, such as teachers' pensions and salary which had been counteracted by less agency			

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staff expenditure this year.			
5.15 That increase had been counteracted by reductions in premises costs, one of the big movements being a windows cost the previous year which had not reoccurred this year, as well as savings on trip expenditure which matched the drop in income.			
5.16 Governors noted that the Restricted funds (general funds) reflected the income from government grants as well as the movements on the pensions scheme.			
5.17 All the funding received had been spent and the deficit of £392k reflected movement on the local government pension scheme; the carry forward figure of £2.7 million also reflected this deficit.			
5.18 The Chair asked Ms Young to clarify the position on the pension scheme deficit.			
5.19 Ms Young explained that the Teachers' Pension Scheme was unfunded therefore the school did not have a share of the assets of this scheme; it simply had to pay the contributions which meant it was easier to account for.			
5.20 The school did however have a share of the assets and liability of the Local Government Pensions Scheme (LGPS) for support staff which was an overall liability. From an operational perspective the school had to pay the contributions, therefore to a certain extent it was a notional deficit, however Governors noted that it could reflect in future contributions.			
5.21 Ultimately the government had confirmed that it would underwrite the pension liability should the academy have to close.			
5.22 Ms Young advised that LGPS contributions were reviewed on a three-year basis.			
5.23 Governors asked how long it would take to pay off the current deficit.			
5.24 By way of explanation, Ms Young drew governors' attention to the Unrestricted general funds; taking out the distorting effect of the pension deficit, the school had made a surplus with a carry forward of £565k, largely made up of current assets, and £27k of funds to fund fixed assets, therefore £538k was available to spend. The pension scheme had therefore distorted the overall result.			
5.25 This was clearer on the Balance Sheet on page 39 of the Annual Report; governors			

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<p>noted the fixed assets of £27k and a deficit of £2.7 million at the end of the year. The current assets were noted under Net Current Assets, ie £538k which was an increase on the previous year's figure of £443k. This was largely cash and amounts owed by third parties, less amounts the school owed to third parties.</p>			
<p>5.26 Referring to the Principle Risks and Uncertainties section of the Governors' Report (page 17 of the Annual Report and Financial Statements), 'Inadequate IT facilities and loss of IT functionality and data through IT failure or loss of buildings or utilities' governors asked for clarification of what action the school had taken to mitigate this risk.</p>			
<p>5.27 The Bursar explained that a full disaster recovery process was in place however there was further work to be carried out as well as further investment in a cloud-based system.</p>			
<p>5.28 Although data was currently backed up daily on site, in the meantime should this data be lost, the school would have to revert to paper records.</p>			
<p>5.29 Mr Inigo Woolf noted a typo in the final paragraph of page 11 of the Annual Report; 'Hereford College' should read 'Hertford'.</p>			
<p>5.30 Miss Charlotte Walton, Assistant Headteacher/Director of Sixth Form, confirmed that in external publications the school had stated 'Hertford' and not 'Hereford' college.</p>			
<p>5.31 With regards to the pension deficit, Mr Woolf was of the view that until there was a rise in interest rates and the distortion of interest rates came to an end, the deficit would remain.</p>			
<p>5.32 Mr Woolf wished to congratulate the Trustees on their report. He noted that the number of devices over 5 years old had been quantified and he had not seen that level of detail in any other academy's Annual Report. It did, however, reveal the extent of the issue (69% of equipment) and indicated that the school should consider how it could improve its IT offering. He would therefore be interested to hear how the school planned to manage this.</p>			
<p>5.33 Mr Woolf also wished to congratulate the Bursar on his report and its level of detail, particularly the non-salary cost expressed per M² or per student.</p>			

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5.34 The Bursar responded to Mr Woolf by reflecting on the last two years' worth of work. The school had assessed the affordability of replacing current devices, however this was prohibitive due to cost. Furthermore, this would not meet the future needs of the school.			
5.35 Remedial work to the back end of the IT infrastructure had been carried out during the last two years which had given the school a launching pad to move to the cloud.			
5.36 A Director of IT had been recruited this Autumn; this was a higher level position than previously and would facilitate the transition to the cloud.			
5.37 The new Director of IT was currently working with one of the Deputy Headteachers on the change management implications for teaching and learning.			
5.38 The move to the cloud would enable the school to retain its existing equipment and would take place over the next 18 months to 2 years, however there would be some cost implications.			
5.39 Governors asked whether a new Head of Development (once in post) could investigate funding for new devices.			
5.40 The Bursar stressed that one advantage of a cloud-based system was that low cost devices could be used to access it.			
5.41 The current cost of replacing a standard PC was around £700 - £800, however if the school moved to a Chrome cloud-based system, it would cost around £200 for a new device which would work perfectly adequately with that system.			
5.42 In addition, during the pandemic much groundwork had been carried out on encouraging staff to use their own devices, eg when working remotely. The school would not be able to afford to provide all staff with a device, however a web-based system would mean that activities were more easily accessible. In essence a move to the cloud would reduce the requirement for hardware, however the Bursar would take on board the suggestion of investigating possible funding to purchase new equipment.			
5.43 Miss Walton also wished to point out that there was a time lag with Sixth Form funding.			

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Chair of committee

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5.44 The school had received 120 more applications for September 2021 than had been received last year. In addition, September 2020 had seen a much bigger intake of students into Year 12, at over 100 compared to 85 the previous year, therefore numbers were quite promising.			
5.45 The Chair thanked Miss Walton for her work in this area and acknowledged that the increase in numbers would make a huge difference to funding.			
5.46 Ms Young then took governors through the Audit Findings Report. Miss Young confirmed that the audit had gone very smoothly thanks to the work of the Bursar and the Finance & Payroll Officer.			
5.47 Referring Governors to section 3.1 on page 4 of the Audit Findings Report, it was noted that the school premises had been treated in the same way as in previous years, ie as the school does not have any control over the premises, these and any building improvements had not been reflected in the accounts.			
5.48 The decision, as in previous years, was not to recognise this gift in kind.			
5.49 Governors also noted that the refurbishment of the library had been expensed in the Statement of Financial Activities.			
5.50 During the review of repairs and maintenance expenditure, the auditors had noted several items that had exceeded the School's capitalisation threshold and were therefore considered to be capital. As a result, an adjustment of £31k had been made to capitalise these assets on the balance sheet; this adjustment was made up of IT equipment and furniture items.			
5.51 Ms Young advised that a Condition Improvement (CIF) grant had been awarded for asbestos remediation works but had not yet been received. This funding had not been recognised in these accounts.			
5.52 Moving on to section 3.2 on page 4 of the Audit Findings Report, governors noted that one of the risks identified during the audit was the impact of covid on the school's finances and the disclosures in the accounts. Ms Young was satisfied that everything had been disclosed appropriately.			
5.53 Under the section on Misstatements on page 5 of the Audit Findings Report,			

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governors' attention was drawn to a misstatement around an IT subscription which should have been included as a pre-payment but had not been.			
5.54 The Letter of Representation was unchanged from the previous year.			
5.55 Governors noted as detailed in the Accounts Return section on page 5 of the Audit Findings Report that the signed accounts needed to be returned to the ESFA to facilitate the consolidation of the School's results into the sector annual report and accounts. The deadline for this submission was 23 rd February 2021.			
5.56 There was nothing to draw to governors' attention to under section 5, Detailed control points on page 8 of the Audit Findings Report; there were no outstanding control points raised from the previous year; from the Bursar's perspective, this was a good report.			
5.57 Ms Young then ran through section 6, Emerging issues, on page 9 of the Audit Findings Report. She wished to draw attention to the new Financial Academies Handbook and some of key changes Governors should be aware of.			
5.58 All references to audit committee had been amended to audit and risk committee.			
5.59 A new requirement for the coming year was that as well as publishing the accounts on the website, the school would need to publish information around the pay of employees whose benefits exceeded £100k (in £10k bandings).			
5.60 In terms of risk management, the ESFA had made it very clear that the Governing Body as a whole should maintain oversight of the school's risk register and this needed to be reviewed on an annual basis.			
5.61 Governors asked whether there were any restrictions on how the covid recovery funding was to be used.			
5.62 The Bursar confirmed that £47k would be granted in 2020/21 and the definition of this funding was to enable pupils to catch up on periods of absence from school due to closure. His view was that it was therefore down to schools to decide what determined 'catching up'.			
<i>Mr James Ewins left the meeting at 6.40pm</i>			

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<p>5.63 The Bursar explained that the school was required to account for how the funding was spent on the school website. Lady Margaret School had invested in extra teaching capacity this year in order to ensure it maintained good quality teaching throughout the year when some teachers may be absent due to self-isolating, etc.</p>			
<p>5.64 Ms Young then referred governors to the Appendix on page 13 of the Audit Findings Report: Reconciliation from management accounts to final accounts.</p>			
<p>5.65 There were very few adjustments, the major one linking to the pension adjustments. Governors noted that the management accounts did not include pension adjustments; this had been reflected in the reconciliation, along with the fixed assets to be capitalised and any associated depreciation.</p>			
<p>5.66 Governors approved the accounts.</p>			
<p><i>Break for AGM at 6.45pm</i></p>			
<p><i>Ms Tracey Young left the meeting at 6.50pm</i></p>			
<p>5.67 Referring to the minutes of the Finance & Resources Committee meeting on 8th December 2020, the Chair drew governors' attention to the 3-year forecast which showed that reserves should remain well within £250k which was the school's policy.</p>			
<p>5.68 The Chair acknowledged that there would always be new challenges ahead, but he felt that the school was in a better position than predicted a couple of years ago.</p>			
<p>5.69 The Chair wished to congratulate the Bursar on the outturn of this year.</p>			
<p><i>The Bursar left the meeting at 6.55pm</i></p>			

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Agenda Item	Action	By whom	By when
<p>6. Membership of the Governing Body</p> <p>6.1 An up-to-date List of Governors had been sent with the agenda.</p> <p>6.2 The Chair had already introduced the newly elected members, Mrs Maxine Boersma and Ms Kate Foulds.</p> <p>6.3 The Chair reported that Mrs Nicky Thomson's term of office as a Foundation Governor had ended on 4th November 2020. Mrs Thomson had decided not to seek a further term which meant that there was a Foundation Governor vacancy.</p> <p>6.4 The Chair would consider what skills were required and would proceed on that basis.</p> <p>6.5 Mr Richard Wormell (formerly a Local Community Governor) had been appointed as a Foundation Governor on 1st September 2020. This had given rise to a Local Community Governor vacancy. As set out in the Articles of Association, Local Community Governor appointments were made by the school in discussion with the local authority.</p> <p>6.6 The Chair was aware that the LA had recently appointed someone with responsibility for governance therefore there were a number of people the school could approach regarding this matter.</p> <p>6.7 Revd Penny Seabrook reflected on the fact that in the past one or two governors had responded to invitations put out within the church community to apply to become a governor. She suggested doing this again once the Chair had decided on what skills were required.</p> <p>6.8 The Chair agreed to take this suggestion on board.</p> <p>6.9 The Chair wished to thank Mrs Nicky Thomson for serving as a governor for 8 years, during which time she also chaired the Curriculum Committee for a number of years.</p> <p>6.10 The Chair would like to invite both Mrs Nicky Thomson and Mrs Eleanor Allen (also recently retired) back at some point later in the year in order to thank them properly.</p>	<p>Carry out skills audit of FGB prior to appointment of Foundation Governor</p> <p>Consider inviting members of the church community to apply for a governor vacancy</p> <p>Pass on Chair's thanks to NT</p> <p>Invite NT and EA to say goodbye formally</p>	<p>Chair</p> <p>Chair</p> <p>Clerk</p> <p>Clerk</p>	<p>asap</p> <p>asap</p> <p>asap</p> <p>Once restrictions are eased.</p>
<p>7. Membership of Committees & Link Governors</p> <p>7.1 The Membership of Committees 2020-2021 document had been sent with the agenda.</p>			

Signed..... Date.....
Chair of committee

Agenda Item	Action	By whom	By when
7.2 Governors should contact the Chair with any requests regarding committee membership.	Contact Chair regarding committee membership	All	Ongoing
7.3 The Chair had invited both newly elected governors to join the Curriculum Committee in the first instance in order to gain a good overview of the school.	Update Membership of Committees 2020-2021 document	Clerk	asap
7.4 The Chair reminded Governors that they were also welcome to attend any committee meetings.			
7.5 Mrs Sarah Peart, Chair of the Curriculum Committee, notified Governors that Mrs Nicky Thomson's departure had resulted in 3 Link Governor vacancies; these were Link Governor for English, Link Governor for LMX and Link Governor for Online Safety.			
7.6 The Chair invited governors to volunteer for any of these vacancies and to let the Clerk know.	Contact Chair re Link Governor vacancies	All	
7.7 Mrs Maxine Boersma wished to register her interest for the role of Link Governor for English. The Chair suggested that when possible, she met with the Head of English in the first instance before deciding whether or not to take on the role.	Arrange meeting for MB and Head of English	Clerk	Once restrictions are eased.
8. Draft Minutes of the Meeting held on 7th October 2020			
8.1 The draft minutes of the meeting held on 7 th October 2020 had been sent with the agenda and were agreed to be an accurate record. One copy was signed by the Chair.			
9. Matters Arising Not Covered Elsewhere on the Agenda			
9.1 Refer to confidential section.			
10. Communications			
10.1 The Chair and Clerk confirmed that they had not received any communications.			
11. Reports from other Committees and Working Parties			
11.1 Curriculum Committee – the minutes from the meeting held on 16 th November 2020 had been sent with the agenda.			

Signed..... Date.....
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Agenda Item	Action	By whom	By when
<p>11.2 Mrs Sarah Peart, Chair of the Curriculum Committee, was pleased that the school had been able to continue many of the usual processes this term and that the wellbeing programme for students had been re-established. Mrs Peart was also pleased to learn that Revd Helena had been able to work on the school site this term.</p>			
<p>11.3 Staffing and General Purposes Committee – the minutes from the meeting held on 19th October 2020 had been sent with the agenda.</p>			
<p>11.4 Mr William Hunter, Chair of the Staffing & General Purposes Committee, reported that in addition to the usual large number of policies, this term, the committee had also dealt with important covid-related health and safety matters.</p>			
<p>11.5 Mr Hunter felt that the committee’s work around the risk assessment document had demonstrated the Governors’ involvement in the health of safety of students and staff.</p>			
<p>11.6 The Chair reiterated the importance of the work carried out on covid, in particular the Bursar’s excellent work on the risk assessment. He also wished to thank Mr Hunter for all the research he had undertaken in this area.</p>			

Signed.....
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Agenda Item	Action	By whom	By when
12. Report by the Headteacher			
12.1 The Headteacher's Report to Governors Autumn 2020 had been sent with the agenda			
12.2 The Headteacher reported that all things considered it had been an excellent term however the last two weeks had been incredibly difficult. The school was currently closed to all students.			
12.3 Overall the Headteacher had been really pleased with student engagement, attendance and staffing this term, as well as progress made.			
12.4 The first round of lesson observations had been completed by October half term. All had been done paired, which was common practice.			
12.5 New staff had settled in well and the newly qualified teachers were also making good progress with excellent support from the Deputy Headteacher Curriculum.			
12.6 The CPD programme for Middle Leaders was up and running and another positive was the extent to which the school had been able to continue with extra-curricular clubs, all taking place in year group bubbles.			
12.7 Revd Helena would shortly finish her first term at school and had supported the pastoral team really well.			
12.8 Assistant Headteacher/Director of Sixth Form, Miss Charlotte Walton, had alluded to excellent Year 12 numbers; it was very positive that the school had recruited over 100 students into Year 12 in September.			
12.9 Pages 2 and 3 of the Headteacher's Report outlined progress made towards some of the overall goals.			
12.10 All teaching staff had gone through the performance management process by October half term.			
12.11 The Headteacher then took governors through the timeline of events which had led to the early closure of school to all students from 8th December 2020.			
12.12 Prior to the full closure the Headteacher had consulted with the Chair, the LDBS and colleagues at Hammersmith & Fulham. They were very clear that the risk assessment the school had in place was excellent and that the school had done everything it			

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could have done. It therefore closed with the support of the borough.			
12.13 Governors noted that there was a clear pattern of transmission between siblings at school, however the Year Group bubbles had remained robust.			
12.14 The school had made a decision to move the Year 11 mock exams to January following the school closure. It was important that these were done formally in case the school had to revert to centre assessed grades again next summer.			
12.15 Messages of support had been received from parents and carers and were very heartening.			
12.16 The Headteacher reflected on the fact that the school had been very lucky in terms of the low number of cases throughout most of the Autumn Term, however a large outbreak in December had resulted in an early closure and the school had not been able to celebrate Christmas.			
12.17 It was very clear that the early closure had stopped the outbreak from spreading further which was important for families at Christmas.			
12.18 The school had moved once again to online learning.			
12.19 Deputy Headteacher Curriculum showed governors a snapshot of the current online learning provision. Governors viewed a summary of a single day from the school timetable which illustrated the range of work set for students.			
12.20 Teaching staff were utilising Google suite for education which included Google Meet, Google Classroom, Google Docs and Google Forms.			
12.21 During the CPD day on 24 th November, the Deputy Headteacher Curriculum had met with Heads of Department and subject leaders to investigate how Google suite for education could be used next year, particularly for stretch and challenge for students, centralised record keeping, online marking and feedback.			
12.22 The use of audio and video in lessons had also been reviewed.			
12.23 SMHW included revision packs and exam practice tests which were broken down into manageable chunks. A number of Zoom lessons were taking place, particularly for the Sixth Form; Zoom tended to work better for smaller groups.			

Signed.....
Chair of committee

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Agenda Item	Action	By whom	By when
<p><i>Mr Philip Thomas left the meeting at 7.20pm</i></p> <p>12.24 The Deputy Headteacher Curriculum was very pleased to advise that staff were working hard to provide more interactive and interesting lessons.</p> <p>12.25 The Chair thanked the Deputy Headteacher Curriculum for her presentation and said it was very good to see what was being done.</p> <p>12.26 The Headteacher reported that she had resumed her daily emails to students and staff.</p> <p>12.27 The Headteacher was aware that the staff were very tired and had been working really hard since September.</p> <p>12.28 The school would re-open on 4th January 2021 when staff would look forward to starting the Spring Term.</p> <p>12.30 The Headteacher continued to receive support regarding the school closure from H&F this week. At a meeting of borough secondary Headteachers this morning, the Headteacher had learned that mass testing for staff and students would be rolled out next term therefore she awaited further details on that. The Headteacher wished to record her thanks to the Governing Body, the parents and carers and the school's staff.</p>			
<p>13. Report by the Chair</p> <p>13.1 The Chair did not have anything further to report however wished to thank the Headteacher and the SLT. He was aware of the strain contact tracing had placed on them. He very much appreciated the fact that staff were exhausted and all deserved a good break.</p>			
<p>15. Governor Training & Development</p> <p>15.1 The Clerk confirmed that new governors, Mrs Maxine Boersma and Ms Kate Foulds were both booked onto new governor training in the new year. This would take place online.</p>			

Agenda Item	Action	By whom	By when
16. Any Other Business 16.1 There was no other urgent business.			
17. Date of Next Meeting 17.1 The meeting calendar for this academic year had been sent with the agenda. Governors noted the date of the next meeting: Wednesday, 31st March 2021 at 6.00pm.			

The meeting closed at 7.30pm

Signed..... Date.....
 Chair of committee