

	Minutes of the Full Governing Body Meeting of Lady Margaret School		Date/time: 29 th March 2023, 6.00pm
Present:	Mrs Delrita Agyapong (attended remotely) Prof Saeema Ahmed-Kristensen Mr Justin Bairamian Mr Will Downs Ms Kate Foulds Ms Severine Gould Mr William Hunter Mrs Arabella MacIntyre Mrs Sarah Peart Revd Penny Seabrook, Chair Mrs Louisa Smith Ms Elisabeth Stevenson, Headteacher	In attendance:	Mrs Wendy Gainham, Clerk to Governors Mrs Sarah Webber, Deputy Headteacher Miss Lina Fedlu, representing the former Head Girls Miss Nefertari Williams, Head Girl Miss Skye Mitchell, Head Girl Ruth Murton, Director, Leadershipwise Ltd (attended remotely)

Revd Penny Seabrook opened the meeting with a prayer at 6.05pm

Agenda Item	Action	By whom	By when
1. Apologies for absence 1.1 Apologies had been received from Mrs Clair Gordon (new Parent Governor), Mr Choong Kwan, Mr Paul Sloan, Mrs Maxine Boersma, Mr James Ewins and Ms Nic Lupton. Apologies for absence were accepted. 1.2 Mrs Delrita Agyapong was unable to attend in person therefore was attending remotely. 1.3 It was noted that Mrs Sarah Peart would need to leave the meeting at 7.15pm.			

Signed.....

Date.....

Chair of FGB

Agenda Item	Action	By whom	By when
<p>2. Welcome and Introductions</p> <p>2.1 The Chair welcomed all those present and in attendance.</p> <p>2.2 Ms Ruth Murton, Director at Leadershipwise Ltd, was attending remotely in order to observe the meeting as part of a governance review.</p> <p>2.3 Ms Murton had already met with a number of governors individually.</p> <p>2.4 The Chair also welcomed members of the Senior Order to the meeting.</p>			
<p>3. Presentation by outgoing Head Girls / Introduction to new Head Girls</p> <p>3.1 The Headteacher introduced the new Head Girls, Miss Skye Mitchell and Miss Nefertari Williams, who had been appointed in February.</p> <p>3.2 Miss Lina Fedlu was representing the outgoing team who had all done a fantastic job, acting as excellent role models to the younger students and organising events, etc.</p> <p>3.3 Miss Fedlu spoke about two memorable events which had been organised by the outgoing team, the Food Hall and the House Panto, which she felt had brought the school back together. Overall she had learnt a lot from being part of the Senior Order; for example, she had gained confidence in public speaking which she believed was a key skill.</p> <p>3.4 The new Head Girls outlined some of the planned events and activities; the Food Hall would take place again at the end of April and work on regenerating the Library was in progress; the aim was to revitalise the love of reading at Lady Margaret School, especially amongst the younger years, through competitions and house events. This was something they hoped to hand over to the next Senior Order.</p> <p>3.5 Other events in the pipeline included House Dodgeball, Sports Day and the Y13 Leavers' Tea. In addition, plans were being drawn up for the School Birthday and Black History month in the Autumn Term.</p> <p>3.6 This Friday the Senior Order would take part in a joint brunch with Year 11 students to promote the Sixth Form at Lady Margaret School.</p>			

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<p>3.7 The Chair was very impressed with the plans for the forthcoming events and asked the new Head Girls whether anything had been put in place for the brunch to accommodate those students who were observing Ramadan? The Headteacher advised that the Assistant Headteacher and Director of Sixth Form was aware and would make any necessary arrangements.</p> <p>3.8 The Chair then offered a donation of theology books for the Library.</p> <p>3.9 Governors were very impressed to hear about the Library project and the Chair thanked the Senior Order for their input.</p> <p><i>Miss Lina Fedlu, Miss Nefertari Williams and Miss Skye Mitchell left the meeting at 6.13pm.</i></p>			
<p>4. Declaration of Governors' Interests</p> <p>4.1 The Clerk circulated a Register of Pecuniary Interests document and asked governors to declare any interests relating to agenda items for this meeting.</p> <p>4.2 No interests were declared.</p>			
<p>5. Membership of the Governing Body</p> <p>5.1 An up-to-date List of Governors had been sent with the agenda.</p> <p>5.2 The Chair announced that since the last Full Governing Body meeting, Mr Nigel Parker's term of office had expired and he had stepped down as a Governor.</p> <p>5.3 The Clerk had organised a leaving gift and card and a thank you letter had been received from Mr Parker.</p> <p>5.4 Mr Parker's departure had resulted in a Foundation Governor vacancy and the Chair confirmed that the LDBS and the Bishop of Kensington had now approved the appointment of current Parent Governor, Mr James Ewins, as a Foundation Governor.</p> <p>5.5 This would in turn result in a Parent Governor vacancy and therefore an election would be arranged at the beginning of next term.</p> <p>5.6 Mrs Clair Gordon, who was unable to attend this meeting, had been elected as a new Parent Governor in January.</p>			

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5.7	Ms Rhea Zhubi, Local Community Governor, had resigned at the end of January, giving rise to a Local Community Governor vacancy.	Contact Chair with recommendations for suitable candidates for the Local Community Governor role Encourage staff to put themselves forward for the Staff Governor vacancy	All Staff Governors	
5.8	The Chair explained that she and the Clerk were in contact with the Local Authority and LMX, to request nominations for suitable candidates.			
5.9	The Chair was of the view that this role could provide an opportunity to address the skills gap highlighted in the recent skills audit, for example legal skills.			
5.10	The Chair was also keen to promote the age diversity of the governing body, and asked governors to consider any suitable candidates they could recommend for this role.			
5.11	The Staff Governor vacancy remained unfilled; the Chair asked the two Staff Governors to encourage colleagues to put themselves forward. An election would be organised in the Summer Term.			
6.	Membership of Committees & Link Governors			
6.1	The Membership of Committees 2022-2023 document had been sent with the agenda.	Bring forward Link Governor for Data Protection vacancy to next Full Governing Body meeting	Clerk	12/07/2023
6.2	As Mr Nigel Parker had chaired the Admissions Committee there was now a vacancy for this role which had been discussed at the Admissions Committee meeting on 14 th March 2023. The Committee had agreed that it would not be appropriate for any one governor to chair more than one standing committee.			
6.3	The Chair wished to reach out to the Full Governing Body for volunteers to take on this role; if no-one came forward, the appointment would go back to the Admissions Committee at their next meeting in September.			
6.4	Mr Parker's retirement had also resulted in a vacancy for a Link Governor for Data Protection, however the Chair wished to put any decisions about Link Governor appointments on hold pending recommendations from the ongoing governance review.			
6.5	The Chair therefore requested that this was brought forward to the next Full Governing Body meeting in July.			
<i>Mr William Hunter arrived at 6.25pm</i>				

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<p>6.6 A report from the Link Governor for SEND and Pupil Premium had been sent with the agenda.</p> <p>6.7 The Link Governor for SEND and Pupil Premium outlined her report to governors. She had met with the Deputy Headteacher Pupil Progress and the SENCO and reported that overall the visit had been very positive.</p> <p>6.8 Points to note were:</p> <ul style="list-style-type: none"> • The SENCO had now received her Certificate in Psychometric Testing, Assessment and Access Arrangements therefore the Link Governor for SEND and Pupil Premium wished to congratulate her. • The quality of interventions, now more specific and data driven, these were having a greater impact. • The focus on reading across the school. • A new recording system for Pupil Premium students whereby teaching staff could provide input on any successes. This was proving to be both user friendly and successful. • Place2Be, the school's counselling service, was working well. • LSA recruitment and retention remained an issue and this was putting a lot of pressure on the department. This was a national problem but more notable in London. <p>6.9 The Chair noted that Staff Governor, Mrs Kate Foulds, had developed the new recording system for Pupil Premium students and wished to congratulate her on its success.</p> <p>6.10 The Chair thanked the Link Governor for SEND and Pupil Premium for visiting the school and taking the time to feed back to governors.</p>			

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<p>7. Draft Minutes of the Meeting held on 12th December 2022</p> <p>7.1 The draft minutes of the meeting held on 12th December 2022 had been sent with the agenda and were agreed to be an accurate record. One copy was signed by the Chair.</p> <p>7.2 The Chair asked the Clerk to send a copy of the minutes to Bishop Emma, the new Bishop of Kensington.</p>	<p>Send copy of minutes to Bishop Emma</p>	<p>Clerk</p>	<p>asap</p>
<p>8. Matters Arising Not Covered Elsewhere on the Agenda</p> <p>8.1 Referring to 4.25 on page 5 of the Full Governing Body minutes the Chair asked whether a funding update on pay was available?</p> <p>8.2 The Headteacher advised that there was nothing to indicate that the school would receive further funding at this stage, therefore the pay rise of 5% for this academic year remained unfunded. The unions had been offered an updated deal, however it was expected that this would be rejected and that there would be further strikes next term.</p> <p>8.3 The Chair of the Finance and Resources Committee advised that the Spring Term meeting had been pushed back to next term, when the Committee would consider the school's position in detail.</p>			
<p>9. Communications</p> <p>9.1 The Chair reported that a letter had been received from The Fulham Boys School Trust, announcing the appointment of their new Chief Executive.</p> <p>9.2 The Chair had also received a letter from the NEU in January notifying her of the ballot for the strike action which had now taken place.</p> <p>9.3 The Chair was aware of a recent communication which the school had been advised to send out to all parents and carers regarding online safety.</p> <p>9.4 The Headteacher explained that the school had been contacted by the its Safer Schools Officer following an incident which had occurred at a school in the north of the borough. None of the school's students had been involved, however the school had nevertheless been advised to send out the letter.</p>			

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<p>10. Reports from other Committees and Working Parties</p> <p>10.1 Admissions Committee – refer to confidential section.</p> <p>10.2 Curriculum Committee – the draft minutes from the meeting held on 7th March 2023 had been sent with the agenda.</p> <p>10.3 The Chair of the Curriculum Committee wished to highlight the work being carried out by the school on its Reading Strategy which was having a huge impact, for example students were now much more willing to read out loud.</p> <p>10.4 Other areas covered in the minutes were lesson observations and the support in place for ECTs.</p> <p>10.5 A very positive Sixth Form update had been provided, with predicted grades having gone up. Overall it had been a very positive meeting.</p> <p>10.6 Finance and Resources Committee – The Headteacher reported that as the Bursar had been unable to attend the meeting originally scheduled for 22nd March 2023, the meeting had been pushed back to the Summer Term.</p> <p>10.7 Staffing and General Purposes Committee – the draft minutes from the meeting held on 21st February 2023 had been sent with the agenda.</p> <p>10.8 The Chair of the Staffing and General Purposes Committee advised that several policies had been dealt with at the meeting.</p> <p>10.9 Referring to 4.3 on pages 4 and 5 of the minutes, the Chair of the Staffing and General Purposes Committee advised that it had been necessary to implement an Alcohol and Drugs Policy from a practical management point of view. The policy had been based on a model policy which in his view had not been very well drafted. Therefore, following some discussion by the Committee, he had redrafted the policy.</p> <p>10.10 The Chair of Governors had taken Chair’s action to adopt the new version which had now been published.</p>			
<p>11. Scheme of Delegation</p> <p>11.1 A draft Scheme of Delegation had been sent with the agenda and the Chair of the Staffing and General Purposes Committee took governors through the two proposed</p>			

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<p>amendments.</p> <p>11.2 Firstly, a decision had been made by the Staffing and General Purposes Committee to drop the Designated teacher for looked-after and previously looked-after Children policy as this was no longer a statutory requirement. This policy had therefore been removed from Annexe O.</p> <p>11.3 Secondly, an amendment had been made at paragraph 2 on page 2 in relation to the position of Chair of Governors.</p> <p>11.4 The Governing Body had proceeded for as long as he could remember on the basis that the Chair of Governors was an ex officio member of all the standing committees. Successive chairs had attended all of the standing committee meetings, as did the current Chair now.</p> <p>11.5 Although this had been assumed, the Scheme of Delegation did not actually mention the Chair's ex officio membership of the Finance and Resources Committee. The second amendment therefore brought the Scheme in line with what was happening in practice, ie 'The Chair of Governors shall be an ex officio member of the Admissions <i>and Finance and Resources Committees</i>'.</p> <p>11.6 It was confirmed that ex officio members were full committee members and therefore entitled to attend committee meetings and vote.</p> <p>11.7 All approved the amendments.</p>	<p>Update and publish Scheme of Delegation</p>	<p>Clerk</p>	<p>asap</p>
<p>12. Report from the Headteacher</p> <p>12.1 The Headteacher's Report to the Governors Spring 2023 had been sent with the agenda.</p> <p>12.2 The Headteacher took governors through the headlines, explaining that this was a collaborative report to which every member of SLT had contributed. Their input reflected how SLT worked together as a team and how they led on key areas across the school.</p> <p>12.3 The SLT had worked very hard this term, along with the Middle Leadership Team who were doing some excellent work across their departments. Governors should refer to the minutes of Curriculum Committee meeting on 7th March 2023 for further details.</p>			

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<p>12.4 Referring to the front cover of her report, the Headteacher was very pleased to report that many sporting and other events were now able to take place. These provided excellent opportunities for personal development and helped students to thrive outside the classroom.</p> <p>12.5 Governors noted that on page 2 of her report, the Headteacher had outlined the school's response to recent industrial action when four days in total had been affected this term.</p> <p>12.6 On each of these days Years 11, 12 and 13 had been able to attend school, whilst Years 7-10 were at home.</p> <p>12.7 This had worked well and had been practical to manage. Furthermore, the school had been able to support Year 11, who had had excellent attendance on those days which showed how much they had valued the opportunity to come into school and work.</p> <p>12.8 Staff had been helpful in advising the school of their plans for the strike days. They had also behaved with integrity and supported each other.</p> <p>12.9 The Headteacher had met regularly with the NEU reps in school in order to maintain open communication.</p> <p>12.10 No member of staff in school had been asked to take on work from staff who were on strike.</p> <p>12.11 The Headteacher anticipated 2 further strike days next term</p> <p>12.12 An Update on the School Development Plan had been provided on pages 2-5 and the Headteacher took governors through the key points.</p> <p>12.13 The school continued to focus on the priorities identified for this year. As reported in the Curriculum Committee minutes, one of the highlights had been the impact of the Reading Strategy.</p> <p>12.14 There was now an increased focus on the exam groups as the school approached the final weeks before the start of the exam season.</p> <p>12.15 The PSHE curriculum had been an important focus this year with greater emphasis on</p>			

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<p>the structure and content of lessons, and ensuring that staff were confident in teaching subjects outside their own specialist area.</p> <p>12.16 The financial stability of school remained a challenge not least due to this year's unfunded pay rise which had taken the school further into its reserves.</p> <p>12.17 The School Chaplain had provided a report on page 6. Links with St Paul's Cathedral and local churches remained important.</p> <p>12.18 The school had benefitted from having a full-time Chaplain this year. The Chaplain had recently completed a counselling course and her work with the Heads of Year and the pastoral team continued to have an impact.</p> <p>12.19 A governor asked whether the School Chaplain taught at school. The Headteacher advised that she was not a member of the teaching staff.</p> <p>12.20 Further highlights included a PSHE report on pages 7-8, a Teaching and Learning update on pages 8-10 and updated predictions on page 11.</p> <p>12.21 A governor asked how the school responded to the outcomes of the Deep Dives? The Headteacher explained that following a Deep Dive, the department would receive a report highlighting what needed to be developed, for example, how the department presented itself, or CPD requirements. The SLT Line Manager and Head of Department would then work on the identified areas for development.</p> <p>12.22 A governor asked whether the school had a process in place to compare and contrast across departments? The Headteacher advised that SLT reviewed the previous term's Deep Dive reports in order to have an overview of common themes.</p> <p>12.23 It was noted that almost all departments had now been through the Deep Dive process and governors acknowledged the significant impact this process had on workload.</p> <p>12.24 A governor felt that it would be useful for governors to receive a summary of findings from the Deep Dive process, including any commonalities.</p> <p>12.25 The Headteacher suggested that this could be actioned for the next meeting of the Curriculum Committee during the Summer Term and she could also add this to her</p>	<p>Report back to Curriculum Committee on findings of Deep Dives</p>	<p>Headteacher</p>	<p>24/05/2023</p>

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<p>Summer Term report to the Full Governing Body.</p>			
<p>12.26 A governor asked who was involved in the Deep Dives? The Headteacher advised that SLT carried out the Deep Dives using a structure taken from The Key. The same process was used for all departments.</p>			
<p>12.27 Referring to the attendance section on page 11 of the Headteacher's Report, noting the lower attendance levels for Years 9, 10 and 11, the Chair asked whether the school might consider attendance contracts similar to those used for the Sixth Form, for the lower years?</p>			
<p>12.28 The Headteacher was unsure whether this would be effective for younger students, as they may have less control over their absence than Sixth Formers, who were more responsible for their own attendance.</p>			
<p>12.29 The Headteacher pointed out that the school's overall attendance figures were higher than the national averages. The school continued to work towards an attendance target of 95% for all students.</p>			
<p>12.30 It was noted that the school was not able to permanently exclude Sixth Formers due to attendance, however the Head of Year would meet with students and parents to discuss the impact of poor attendance on their studies and results.</p>			
<p>12.31 A Staff Governor added that Sixth Formers may have their exeats removed due to poor attendance and this was a useful sanction.</p>			
<p>12.32 The Chair asked how the Library would be managed going forward when the Senior Order were on study leave? The Headteacher advised that a member of the Invigilation Team, along with Year 8 helpers, would step in.</p>			
<p>12.33 Noting the significant progress between the mocks and spring predictions, a governor asked whether this was usual?</p>			
<p>12.34 The Headteacher was of the view that teaching staff had been more conservative at the start of year, as this was only the second year of normal exams since covid. Through the CAGS process, teaching staff had become very thorough in moderating work, and were now more confident in their latest predictions.</p>			

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12.35	A governor suggested that it might be helpful to create a key to explain the various grades.	Create a key for grades	Clerk	
12.36	Governors noted appendices 1 and 2 contained reports on the Sixth Form and the Reading Strategy.			
12.37	A governor asked the Headteacher whether she felt the school was now recovering from the impact of covid, both as an organisation and a school, and now moving to a new normal?			
12.38	The Headteacher felt this was indeed the case and was aware that staff were working incredibly carefully and thoughtfully. Overall teaching was excellent, however attendance needed to improve.			
12.39	The Reading Strategy had been a key factor, however some students still had issues with socialisation following lockdown.			
12.40	Governors agreed that the impact of covid was likely to continue for another 7 years.			
13.	Report from the Chair			
13.1	The Chair reported that a skills audit had been completed and the results would be taken into account with regards to governor recruitment.			
14.	Ofsted discussion			
14.1	The Chair had been prompted to include an item on Ofsted on the agenda following her recent discussions with Ms Murton and felt it would be useful to consider the difference between a good and outstanding Ofsted grading.			
14.2	The Chair referred governors to the link provided at item 14 on the agenda, grade descriptors for graded inspections (Ofsted School inspection handbook); to be graded outstanding, the school would need to meet all the criteria for good under that judgement, and do so securely and consistently.			
14.3	The school's SEF and SDP documents had also been sent with the agenda.			
14.4	The Headteacher outlined the school's SEF (self-evaluation form) which was a live document and updated termly by SLT. This document would also be updated in the event of an inspection.			

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<p>14.5 In summary the SEF was a clear and accurate record of much of the school's work and was in line with the grade descriptors. It included references to a whole set of documents which would be made available to inspectors.</p> <p>14.6 Governors were already familiar with the SDP (School Development Plan), and had approved this at the start of the academic year.</p> <p>14.7 One of the areas suggested by Ms Murton for consideration was the governing body's awareness and understanding of their stakeholders' views. Whilst there was plenty of opportunity for student voice, through the Deep Dive process and Link Governor visits for example, following a move to online parents' evenings, governors felt that the opportunity for parent voice had been diminished.</p> <p>14.8 Following a discussion, it was suggested that an online questionnaire could be sent out to parents/carers along with the parents' evening invitations.</p> <p>14.9 A governor asked whether governors would be required by Ofsted inspectors to answer questions on topics outside their own areas of expertise and what notice they would be given of an inspection?</p>			
<i>Mrs Sarah Peart left meeting at 7.18pm</i>			
<p>14.10 The Headteacher advised that a 2-day graded inspection was now very likely and the school would be given 24 hours' notice, meaning the latest day for notification in any week, would be a Wednesday.</p> <p>14.11 Other governors were aware that they could be asked questions about more general areas such as equality, for example, and suggested that a crib sheet would be beneficial. The Clerk advised that she intended to produce such a document.</p> <p>14.12 A governor was of the view that the SDP and SEF were the two most important school documents that governors should be familiar with, together with part 1 of Keeping children safe in education.</p> <p>14.13 The Chair reminded governors that all key documents were available on Governorhub.</p> <p>14.14 Governors then discussed putting an availability rota in place in readiness for a potential inspection.</p>	Produce crib sheet for governors	Clerk	asap

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14.15 A governor asked how parents would be selected to speak to Ofsted during an inspection? The Headteacher advised that Ofsted would send out a questionnaire to all parents/carers.			
14.16 As not all school policies were published on the school's website, the Clerk agreed to upload all policies onto Governorhub.	Upload all policies onto Governorhub	Clerk	asap
14.17 The Headteacher advised that the school website was reviewed regularly to ensure that it was compliant.			
14.18 Ms Murton felt that from her observations, the Governing Body would benefit from some support and guidance on what could be expected during an inspection. The inspection framework had changed radically since the school was last inspected in 2011 and even the current framework introduced in 2019 had evolved during and post-covid.			
14.19 Governors noted that in many parts of the country schools were struggling to retain outstanding, probably due to the radical changes in the inspections which were now far more focussed on the curriculum than student outcomes.			
14.20 Ofsted's approach was now bottom up; they spoke to students, staff and subject leads.			
14.21 Key areas governors could be asked about included safeguarding practice and how governors knew that children were safe, the strategic use of resources, the Equalities Act and the application of the school's Equalities Policy, the curriculum and how governors held school leaders to account.			
14.22 Although Ofsted would invite all governors to the inspection, not everyone was expected to attend. There was an expectation that the Chair and at least two other governors attended.			
14.23 In summary, governance needed to be secure; governors needed to fulfil their core functions well and be able to evidence their strategic approach.			
14.24 The Chair looked forward to receiving Ms Murton's report which would go to the Audit and Risk Management Committee, and then to the Full Governing Body.			
14.25 The Chair asked Ms Murton if she could suggest anyone who could facilitate Ofsted			

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preparation for governors. Ms Murton advised that she would be able to do this herself either online or virtually, or could source someone based in London.			
15. Audit and Risk Management 15.1 The Chair had recently discussed a potential risk with the Chair of the Audit and Risk Management Committee, who had asked her to made the Full Governing Body aware of this. It concerned the absence of subject specialist teachers and the difficulty the school had in sourcing specialist cover. 15.2 This risk would be considered by the Audit and Risk Management Committee at their next meeting in May.			
16. Governor Training & Development 16.1 New Staff Governor, Mrs Louisa Smith, confirmed that she had completed her new governor induction training. 16.2 The Clerk agreed to re-circulate training options to all governors. 16.3 The Chair advised that new Parent Governor, Mrs Clair Gordon, wished to observe all committees over the next few months. 16.4 Governors agreed that Mrs Gordon was welcome to do so, in line with paragraph 9 of the Scheme of Delegation which set out that 'Any member of the Governing Body may attend any Committee meeting (even if not a member) and, with the consent of the Chair of that Committee, speak but not vote'.	Send out details of governor training	Clerk	asap
17. Any Other Business 17.1 There was no other urgent business.			
18. Date of Next Meeting 18.1 The meeting calendar for this academic year had been sent with the agenda. Governors noted the date of the next meeting: Wednesday 12 th July, at 6.00pm. 18.2 The Chair of the Finance and Resources Committee advised that he was in the process of rescheduling the next committee meeting; a new date in May would be confirmed in due course.			

The meeting closed at 7.50pm