



Minutes of the Full Governing Body Meeting of Lady Margaret School

Date/time: 12 December 2018, 6.00pm

Present:	Mr Philip Bladen, Chair	Miss Vithya Premkumar	In attendance:	Mrs Wendy Gainham, Clerk to Governors
	Ms Elisabeth Stevenson, Headteacher	Ms Jane Reed		Ms Nicola Lupton, Deputy Headteacher
	Mrs Eleanor Allen	Revd Penny Seabrook		Mrs Sarah Webber, Deputy Headteacher
	Mr Justin Bairamian	Mr Paul Sloan		Mr Alex Parker, Bursar
	Mrs Lorraine Bewes	Mr Philip Thomas		Ms Tracey Young, representing haysmacintyre
	Mr William Hunter	Miss Charlotte Walton		Mr Inigo Woolf, representing the LDBS
	Mrs Arabella MacIntyre	Mrs Tania Weithers		
	Mr Nigel Parker	Mr Richard Wormell		
	Mrs Sarah Peart			

The meeting opened at 6.00pm with a prayer from Revd Penny Seabrook

Agenda Item	Action	By whom	By when
1. Apologies for absence 1.1 Apologies had been received from Dr Deirdre Osborne and Mrs Nicky Thomson.			
2. Welcome and Introductions 2.1 The Chair welcomed all those present and in attendance, including Ms Tracey Young, representing haysmacintyre, Mr Inigo Woolf, representing LDBS and Mr Alex Parker, Bursar. 2.2 Ms Young normally attended Finance Committee meetings and this was her first Full Governing Body meeting at Lady Margaret School. 2.3 Bishop Graham had sent his apologies and requested that Revd Penny Seabrook represented him at the AGM. 2.4 The Chair introduced Miss Vithya Premkumar to Ms Young and Mr Woolf, as a new Staff Governor since the last AGM. 2.5 The Chair reminded everyone that the Full Governing Body would be asked to approve			

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

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<p>the accounts before breaking off in order for the AGM to take place, when the Members would be asked to approve the accounts.</p> <p>2.6 The AGM was a Members' meeting, however all Governors were welcome to attend.</p> <p>2.7 A five minute break would follow to allow for the accounts to be signed before the Full Governing Body re-convened.</p> <p>2.8 Mr Inigo Woolf would to stay for the duration of the Full Governing Body meeting.</p>			
<p>3. Register of Governors' Interests</p> <p>3.1 The Clerk circulated the Governors' Register of Business and Pecuniary Interests document and requested that Governors declared any interests which were specific to the meeting.</p> <p>3.2 No interests were declared.</p>			
<p>4. Report from The Finance and Resources Committee</p> <p>4.1 Ms Tracey Young then took Governors through the Annual Report and Financial Statements dated 31st August 2018 which had been sent with the agenda.</p> <p>4.2 The format of the Governors' Report was broadly in line with that of the previous year, apart from additional notes.</p> <p>4.3 Ms Young referred Governors to page 6 of the Annual Report, explaining that in this section a value had been put on the amount of time spent by employees who were relevant union officials in carrying out their role. This was a specific requirement.</p> <p>4.4 Governors were then referred to page 15 of the Annual Report; Ms Young explained that this covered fundraising practices and met Charity Commission requirements for increased transparency. Organisations were now obliged to report the number of complaints received regarding fundraising activities.</p> <p>4.5 Governors pointed out a typo on page 12 of the Annual Report; in bullet point 6 under Key Performance Indicators should be separated out into two bullet points.</p>	Amend typo	TY	asap

Signed.....
Chair of committee

Date.....

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<p>4.6 Moving on to the Governance Statement on page 17 of the Annual Report, Ms Young explained that the format of this section was in line with the previous year and confirmed that various reports had been signed by Ms Young and the Headteacher. All opinions had been 'clean' and there was nothing Ms Young needed to draw Governors' attention to.</p>			
<p>4.7 Ms Young then took Governors through the Income and Expenditure accounts on page 30 of the Annual Report. Income was up by £229k, from £5.154 million to £5.383 million.</p>			
<p><i>Mrs Lorraine Bewes arrived at 6.10pm</i></p>			
<p>4.8 Grant funding was £344k compared to £17k for the previous year. Grant expenditure was £259K with £85k being carried into Fixed Asset Funds.</p>			
<p>4.9 The treatment of these grants in the accounts are shown as a separate item before the actuarial gains and losses on the pension scheme are shown.</p>			
<p>4.10 The C/F figure was just under £1million deficit, however in the general fund column the pension deficit of £1.7 million related to the share of the deficit at LBHF.</p>			
<p>4.11 Fixed assets remaining from the CIF grant.</p>			
<p>4.12 Unrestricted general funds were at £648k, which represented a brought forward balance of £684K against an in year position (£36k).</p>			
<p>4.13 Governors asked what the £684k general fund (under unrestricted income funds) represented.</p>			
<p>4.14 Ms Young explained that these were free reserves defined as funds less monies tied up in fixed assets.</p>			
<p>4.15 The Bursar drew Governors' attention to the year-end position. Last year the school had been in the fortunate position to set a small £3k surplus budget due to restructuring which had led to reduced staffing costs.</p>			

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4.16 This year had seen a £112k surplus, corroborated by the auditors. This had resulted from additional income from the Sixth Form and Pupil Premium.			
4.17 The Rose Fund was up by £81k to a total of £137k of which £94,578 had been spent.			
4.18 In addition the school had won a bid for £327k from the ESFA to repair the windows which had been refurbished over the summer. Extra revenue had also been used to refurbish the C block.			
4.19 In summary Ms Young advised the audit had been clean and no amendments had been required.			
4.20 Pension adjustments had been factored in after that.			
4.21 The Chair advised that the Finance Committee had met last week and the minutes would be tabled shortly.			
4.22 There would be challenges ahead and the school could assume various increases including teachers' pay therefore it was difficult to plan ahead and the school needed to ensure that it did not over spend.			
4.23 The Chair thanked the Bursar for winning the bid, however noted that going forward, teaching costs would have to be prioritised.			
4.24 The Bursar was required to send a monthly update on the school's finances to the Governing Body and it was key that the Governing Body kept a close eye on this area.			
4.25 Governors asked the Bursar to advise on any forward planning in place for an increase in teachers' pensions employer contributions.			
4.26 The Bursar explained that the government had not yet advised what the employer contributions for teachers' pensions would be going forward.			
4.27 This was currently at 16.48% of teachers' salaries however it was under review due to a deficit. Speculation suggested the contribution could go up to 23% to take effect in September 2019.			
4.28 The Government would provide a pay grant to meet the additional cost, however the			

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<p>Bursar was not aware of the formula and what period this would cover. Suggestions had been 1 year therefore the increase in contribution costs could have an impact in 2020.</p>			
<p>4.29 Ms Young then took Governors through the Audit findings report which had also been sent with the agenda.</p>			
<p>4.30 The audit had gone very smoothly thanks to the Bursar and Mrs Claire Fleming, Finance and Payroll Officer. No new control points had been put in place.</p>			
<p>4.31 Pages 1 and 2 covered the administration of the audit.</p>			
<p>4.32 Page 3, section 3.1 covered the ESFA grant for the repair and restoration of windows and the accounting treatment of that grant.</p>			
<p>4.33 In addition the treatment of the school premises was covered; the school had not recognised the premises and any building improvements within the accounts as the school considered that it had no control of the premises. These items had therefore been disclosed as grant expenditures for improvements to Diocesan property occupied by the school.</p>			
<p>4.34 Governors were referred to page 5, section 3.3 of the Audit Findings Report. Ms Young advised that following ESFA direction it was inappropriate for academies to use any academy funds to purchase alcohol.</p>			
<p>4.35 Whilst the audit had shown that ESFA letters had been circulated to Governors and this had been minuted, there had been no evidence of board level discussion. This should be formally minuted going forward.</p>	<p>Minute any future discussions about ESFA communications circulated to Governors</p>	<p>Clerk</p>	<p>ongoing</p>
<p>4.36 As stated on page 8 of the Audit Findings Report, Ms Young confirmed that no new control points had been identified as part of the audit.</p>			
<p>4.37 Governors noted that an outstanding issue from the previous year regarding the segregation of payroll duties had now been resolved.</p>			
<p>4.38 Page 9 of the Audit Findings Report featured an update on the main changes in the</p>			

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current Academies Financial Handbook 2018.			
4.39 One of these was that monthly management accounts must now be prepared and shared with the Chair every month and with the other trustees at least six times a year.			
4.40 Mr Inigo Woolf did not believe it necessarily followed that the Governing Body must meet 6 times a year.			
4.41 The Chair felt that if the Bursar was already sharing the monthly management accounts with the Chair on a monthly basis, they could be shared with the whole Governing Body at the same time. However, after discussion it was agreed that the Bursar would simply share these with the Chair of the Governing Body and the Chair of the Finance Committee as at present.			
4.42 Mr Inigo Woolf suggested that the accounts should include the balance sheet; his understanding was that the EFSA was concerned that Academy Trusts were not being made aware by their schools of cash flow problems.			
<i>Mr William Hunter arrived at 6.30pm</i>			
4.43 The Bursar agreed to look at the mechanics of how this could be done.	Consider how to share monthly management accounts with the Chair and Governors.	Chair/ Bursar	13.03.19
4.44 Ms Young advised that the aim was to manage cash, debtors and creditors.			
4.45 Mr Justin Bairamian, Chair of the Finance and Resources Committee, felt that careful thought should be given to how this is achieved.			
4.46 The Chair agreed to advise the Bursar on how best the Governing Body could comply with this.			
4.47 Ms Young recommended that Governors read page 14 of the new Academies Financial Handbook as this set out reconciliation, depreciation, pension adjustment grant for capital.			
4.48 Mr Woolf noted that according to the Academies Financial Handbook every academy must have an audit committee and asked whether the Finance and Resources Committee acted in this capacity.			

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Chair of committee

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<p>4.49 Ms Young did not believe the guidance was so specific and understood that an academy could extend the terms of reference of its Finance Committee. Ms Young agreed to revisit this.</p> <p>4.50 The Chair asked Governors to approve the accounts.</p> <p>4.51 The accounts were approved unanimously.</p> <p><i>Break for AGM at 6.35pm</i></p> <p><i>Mr Alex Parker and Ms Tracey Young left the meeting at 6.45pm</i></p>	<p>Check guidance regarding requirements for an audit committee</p>	<p>Ms Young</p>	<p>13.03.19</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; there had been no changes to membership since the last meeting.</p>			
<p>6. Membership of Committees & Link Governors</p> <p>6.1 The Membership of Committees 2018-2019 document had been sent with the agenda.</p> <p>6.2 Link Governors should let the Clerk know when they would like to visit the school.</p> <p>6.3 It was noted that there was no Link Governor for Geography; the Headteacher asked for this to be put on hold for the time being due to staff changes in this department during the Spring Term.</p> <p>6.4 Link Governors asked the Headteacher how often they should visit their respective departments; the Headteacher felt that an annual visit was sufficient. Feedback was very helpful and developed links between the Governing Body and staff.</p>	<p>Liaise with Clerk re organising visits to the school</p>	<p>Link Governors</p>	<p>ongoing</p>
<p>7. Governor Training & Development</p> <p>7.1 No-one had attended any training since the last meeting.</p>			

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7.2 The Chair reminded Governors that they should book onto courses which were relevant to their areas of responsibility.			
7.3 Mrs Sarah Peart, Deputy Vice Chair, had attended an LDBS 'New Chairs of Governors' course in January 2018, however had only been able to attend one part of it. She hoped to complete this training this year.			
8. Minutes of the Meeting held on 7th November 2018 8.1 The draft minutes of the meeting held on 7 th November 2018 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 12.27 Mr William Hunter, Chair of the Staffing & General Purposes Committee, had drafted an amendment to the Scheme of Delegation Terms of Reference for the Staff Committee which had been sent with the agenda. 9.2 This had been in response to a discussion at the last Full Governing Body Meeting about whether the Staff Committee should have the power to make decisions without reference to the Finance & Resources Committee. 9.3 Mr Hunter explained that the amended document was exactly the same as the previous version of the Terms of Reference for the Staff Committee [approved at the November 2018 Full Governing Body meeting] with the addition of the proviso '[Provided that nothing in this Annexe shall:] authorise a decision that might have significant adverse financial consequences without the approval of the Finance and Resources Committee or of the Chair of the said Committee.', contained in sub paragraph (2) in paragraph 10. 9.4 Having reconsidered the matter, Mr Hunter felt that the amendment was unnecessary and potentially harmful.			

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9.5 Governors should note that the Staff Committee was not a standing committee but an occasional one which only met at the request of either the Finance & Resources Committee, the Headteacher or the Bursar.			
9.6 Its primary purpose was to deal with staff restructuring and potential redundancies.			
9.7 This Committee would therefore not act independently.			
9.8 There was no system of delegation which was not going to involve a degree of overlap.			
9.9 Furthermore decisions made by the Curriculum Committee were more likely to have significant financial implications and Governors should note that the terms of reference of the Curriculum Committee did not stipulate that the Finance & Resources Committee must be involved.			
9.10 Mr Hunter was of the opinion that all committees behaved in a sensible and collegiate manner. The inclusion of this amendment would therefore be wrong in principle.			
9.11 Mr Hunter reminded Governors of the redundancy situation the Staff Committee had dealt with 2 years ago when it had closely followed the advice of LBHF. Such matters should be dealt with by a separate Committee and that was the whole point of creating an ad hoc (now an occasional) committee.			
9.12 It was important that such a committee could approach a redundancy situation in an unprejudiced manner. If this committee were merely acting on behalf of the Finance & Resources Committee, it might not be perceived as independent.			
9.13 Mr Hunter therefore urged Governors to let the previous version of Annexe H stand.			
9.14 The Chair agreed with Mr Hunter's point stating that it would be impossible for the Staff Committee to agree a settlement payment, for example, without input from the Bursar, the Finance & Resources Committee and the Headteacher.			
9.15 The Chair was of the opinion that any safeguarding measures should not sit with the Staff Committee, but with the Finance & Resources Committee.			
9.16 Mr Justin Bairamian, Chair of the Finance & Resources Committee agreed with the			

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<p>neutrality of this committee, stating that in practice any decisions would be discussed with the Chairs of Committees.</p> <p>9.17 Mr Woolf also pointed out that if a significant sum were to be agreed it would be necessary for the school to check the Academies Financial Handbook therefore safeguards were in place anyway.</p> <p>9.18 Governors approved Mr Hunter’s suggestion to leave out his proposed amendment to paragraph 10 of the Staff Committee Terms of Reference.</p> <p>9.19 The Chair thanked Mr Hunter for his further work on the Scheme of Delegation.</p> <p>9.20 8.1 – The Headteacher confirmed that she had passed on Governors’ thanks to staff for their hard work last year.</p> <p>9.21 8.2 & 8.3 – The Headteacher had also reported back to the Curriculum Committee at the meeting on 19th November 2018 with more specific measures of success for the School Development Plan. In addition she had reported on support for the Maths and Science departments. Ms Lupton had met with the HODs and learning walks, etc, had suggested significant progress.</p>	Update document and publish	Clerk	asap
<p>10. Communications</p> <p>10.1 The Chair tabled a letter from Camden School for Girls which had approached a group of the top-performing state schools in the country to ask if they would be willing to put their name to a letter to the government in order to highlight the impact of funding constraints on teacher recruitment and retention.</p> <p>10.2 Governors were asked to consider this letter.</p> <p>10.3 The Chair had already discussed it with the Headteacher and he was willing to sign it, however he would state that it needed to be more specific.</p> <p>10.4 Referring to the final bullet point in the template letter Governors asked whether the School still provided support for the Duke of Edinburgh’s Award scheme?</p>			

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<p>10.5 A Parent Governor was aware that this was now more expensive but used to be more affordable for everyone.</p> <p>10.6 The Chair emphasised that signing this letter would only be part of a strategy.</p> <p>10.7 Mr Woolf confirmed that he was in the process of writing to the EFSA</p> <p>10.8 He also pointed out that the government was already doing a lot of work on recruitment and retention.</p> <p>10.9 Governors agreed that the Chair should sign the letter.</p> <p>10.10 The Chair advised that he and the Headteacher took part in a Skype interview on 26th November with the DfE's North West London and South Central Team Academies & Regional Delivery Directorate.</p> <p>10.11 The interviewer had discussed the advantages of joining an multi-academy trust, however the Chair's view was that there were no obvious advantages in doing so and he would rather pursue alternative collaboration options, eg within the LDBS umbrella.</p> <p>10.12 Mr Woolf was also not convinced about the benefits of MATs and stated it was more about how schools worked together, for example sharing services. He was open to ideas about how to lower the unit cost, however he believed MATs tended to create more bureaucracy.</p> <p>10.13 The Chair stated that the Strategy Group's review had not found any benefits in MATs.</p> <p>10.14 Mr Woolf pointed out that as staffing made up 80% of schools' costs, this did not offer much scope for cutting costs. IT strategy was a possible area, however he did not believe savings in this area would be significant.</p>	Sign Camden School for Girls letter	Chair	asap
<p>11. Reports from other Committees and Working Parties</p> <p>11.1 Finance & Resources Committee – the minutes from the meeting held on 4th December 2018 were tabled.</p> <p>11.2 Governors' questions would be dealt with at the next Full Governing Body meeting in</p>	Bring forward Finance & Resource Committee minutes from 4th December 2018 to next Full Governing Body meeting	Clerk	06.03.19

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March 2019.			
11.3 Strategy Group – Mr Bairamian reported that the group was currently focussing on two areas, fundraising and the Sixth Form.			
11.4 The Bursar was in the process of investigating employing a part-time professional fundraiser and a job description was currently under review. The plan was to advertise in the New Year for a short-term, part-time position.			
11.5 Governors asked whether this was permitted. Mr Bairamian advised that any fundraising activities needed to be transparent and reported.			
11.6 Revd Penny Seabrook was aware that according to research, charities were currently missing out on millennials who were less likely to sign up to annual donations but more likely to fundraise for a specific event. This should be taken into account when trying to engage that group of alumni, for example, and should be one of the fundraiser’s briefs.			
11.7 Mr Woolf felt it was important to advertise where the money would be spent as something specific might attract more donations.			
11.8 Mr Bairamian agreed that fundraising was easier if there was a specific goal. He felt there was an opportunity to ramp up the fundraising through LMX.			
11.9 The Bursar believed that the school had gone as far as it could but could achieve a lot more with part-time help.			
11.10 Mr Bairamian hoped that the second area of focus, the Sixth Form, would bring in more funds in the short term.			
11.11 Miss Charlotte Walton, Director of Sixth Form, was doing an excellent job of promoting the Sixth Form to current Year 11 students.			
11.12 Miss Walton provided an update on this year’s numbers. So far 200 applications had been received for next September, 101 internal and 99 external.			
11.13 The percentage of girls from Year 11 going into the Sixth Form had increased this year.			

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11.14 The school was currently working on various initiatives and strategies such as trips to educational institutes.			
11.15 A trip to Oxford University was planned in order to investigate contacts at Lady Margaret Hall.			
11.16 There was more focus on students' pathways from KS4 to KS5 and students were utilising Unifrog to assist with university applications, competencies etc.			
11.17 Sixth Formers had acted as guides on the open evening focussing on key messages.			
11.18 Interviews would be held for internal and external students during the Spring Term.			
11.19 The Chair asked whether applications were evenly spread across subject areas and whether individual subjects had sufficient capacity. The Headteacher advised that it was difficult to predict as many students would change their mind regarding their subject choices. The school should know more after the interviews in January.			
11.20 Mr Bairamian believed that a professionalisation of recruitment into the Sixth Form should reap benefits.			
11.21 The next task for the Strategy Group would be to run through both initiatives to ensure that the school was doing enough to address the funding challenges ahead.			
11.22 25 extra students would generate an extra £125k, or £250k over two years, which would solve the current issues.			
11.23 Mr Woolf noted that the Sixth Form market was very competitive.			
11.24 Miss Walton advised that the school was drawing from a huge range of schools and some students travelled a long way.			
11.25 Mr Bairamian believed that the school was performing well against other Sixth Forms in the area in terms of recruitment.			
11.26 The Chair noted that there was a larger Year 11 cohort this year. Last year the school retained 50 out of 90 students so this year's figure would hopefully be higher.			
11.27 Miss Walton pointed out that the school did receive some applications from students			

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<p>who did not meet the threshold.</p>			
<p>11.28 Mr Woolf thought the school must be doing something right and recalled that when the Sixth Form block was first opened it had not filled up straight away.</p>			
<p>11.29 Governors asked Mr Woolf that with 160 schools within the LDBS was the school likely to increase its market share?</p>			
<p>11.30 Mr Woolf acknowledged that the Sixth Form was a completely unregulated market.</p>			
<p>11.31 The Chair was confident that this was possible not least because of the excellent results.</p>			
<p>11.32 Governors commented on the excellent Sixth Form Prospectus and the Clerk passed a copy to Mr Woolf.</p>			
<p>11.33 Mr Woolf felt that the school's success would help it attract good teachers and that was its greatest strategy.</p>			
<p>11.34 Miss Walton stated that the wellbeing programme for the Sixth Form and university destinations all helped attract students.</p>			
<p><i>Mrs Arabella MacIntyre left the meeting at 7.35pm</i></p>			
<p>11.35 The Chair advised that a clearer indication of Sixth Form numbers should be available at the next meeting.</p>			
<p>11.36 Curriculum Committee – The minutes of the Curriculum Committee meeting on 19th November 2018 had been sent with the agenda.</p>			
<p>11.37 Mrs Sarah Peart, Chair of the Curriculum Committee noted the phenomenal outcomes and progress 8 scores.</p>			
<p>11.38 Mrs Peart appreciated the fact that Governors had been made aware of the concerns regarding the Maths and History GCSE results.</p>			
<p>11.39 Referring to item 9.17, Mrs Peart advised Governors that going forward Worship at School would be a standing item on the Curriculum Committee agenda.</p>			

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Agenda Item	Action	By whom	By when
11.40 Governors noted that the School's weekly newsletter 'Mentions' informed both parents and Governors about worship at school.			
11.41 Mrs Jane Reed, Link Governor for SEND, wished to draw Governors' attention to item 13.5; it was important that the Curriculum Committee updated the Full Governing Body on any SEND issues.	Ensure any SEND updates from the Curriculum Committee are brought forward to the Full Governing Body	Clerk	ongoing
11.42 Mrs Peart wished to follow up on the possibility of inviting a CAMHS trainer into school.			
11.43 She also requested that the Clerk circulated the trainer's slides to the Pastoral Working Party which would meet in January 2019.	Circulate CAMHS slides to PWG	Clerk	asap
12. Report by the Headteacher			
12.1 The Headteacher's Report to the Full Governing Body December 2018 had been sent with the agenda. This was shorter than usual due to a full report having gone out to Governors at the November Full Governing Body meeting.			
12.2 The School continued to focus on its key priorities this term and the Headteacher reported that staff had worked very well.			
12.3 Mrs Tania Weithers had done a learning walk with Mrs Sarah Denmark, Assistant Headteacher (Curriculum Development), during which some excellent practice had been observed, for example a silent debate in History. Mrs Weithers had found it useful to observe practice across a variety of subjects			
12.4 The picture on the front of the report featured students attending the Model United Nations competition in November 2018 when one of the students had received a commendation.			
12.5 There was a brief update on the School Development Plan 2018-2019.			
12.6 The school would carry out a staff survey in January 2019.			
12.7 At the next Full Governing Body meeting in March 2019 the Headteacher would provide feedback on parents' views gathered at parents' evenings. Parents of all Year	Report on parents' views at next FGB	EHS	06/03/19

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Groups were asked to complete questionnaires at each Parents' Evening. There had been some very positive feedback so far.			
13. Report by the Chair			
13.1 The Chair did not have anything further to report.			
14. Date of Next Meeting			
14.1 The meeting calendar for this academic year had been sent with the agenda. Governors noted the date of the next meeting: Wednesday, 13 March 2019 at 6.00pm.			
15. Any Other Business			
15.1 There was no other urgent business.			

The meeting closed at 7.45pm

Signed.....
Chair of committee

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