



FEDERATION of BOROUGHBRIDGE HIGH SCHOOL & KING JAMES'S SCHOOL

Minutes of Meeting of the Federation Governing Body 27th November 2025 at 5.30pm at King James High School

Present: Kathryn Stephenson (KS) (Head, BHS); Paul McIntosh (PMc) (Acting Head, KJS); Pat Dunnill (PD); Brian Horner (BH); Andrew Howard (AH) (Chair); Sarah Tabor (ST), Ian Yapp (IY), Antoinette Stewart (AS), Richard Playford (RP), Linda Broadhurst (LB); Hannah Barret (HB); Will Hairsine (WH); Malcolm Dawson (MD); Greg Stewart (GS).

In Attendance: Stuart Giles (SG), Sarah Bloomfield (SB), Laura Baker (LB), Miriam Oakley (MO), Penny Town (PT)

Samantha Edwards (Clerk)

Apologies:

Governing Body functions:

Ensuring clarity of vision, ethos and strategic direction of the school

Holding the Headteachers to account for the educational performance of the schools and their pupils

Ensuring the sound, proper and efficient use of the school's financial resources

No.	Agenda Item		ACTION
1.	Welcome and Introductions	<p>Everybody was welcomed to the meeting by AH.</p> <p>Introductions were made to Miriam Oakley, new incoming headteacher at KJS, Will Hairsine and Hannah Barrett, new parent governors.</p> <p>A reminder was issued of the importance of confidentiality and code of conduct.</p>	
2.	Receive apologies and consider giving consent to absences	<p>There were no apologies of absence to consent to.</p>	
3.	Declaration of interests, pecuniary or non-pecuniary, for any agenda item and to consider any confidential items to be excluded from the publicly available minutes.	<p>There were no additional declarations of interest:</p> <p>Confidential items would be highlighted as they arose.</p>	
4.		<p>There were no additional items to add to the agenda.</p>	
5 6	Approval of the minutes of the FGB meeting held on September 2025	<p>The minutes from the meeting in September 2025 were approved as a true and accurate record and were signed by the Chair.</p> <p>Matters Arising:</p> <ul style="list-style-type: none"> - ICT Recovery plan was approved but there was no mention of Cyber Attack. - Scheme of delegation for PMC – HR have not yet updated and also Terms of Reference for Pay Committee. 	AH

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	<p>Matters arising from the minutes not covered elsewhere on the agenda</p>	<ul style="list-style-type: none"> - Skills Audits to be completed by WH and HB. - Learning Walk guide to be sent by PM to AH / SE. - New Governor show rounds. RP has one booked for next week, others to be arranged. <p>ACTION: Phil Hemstock to speak to WH and look at adding cyber attack provisions to the ICT recovery plan, for the next FGB.</p> <p>ACTION: IY to look at Terms of reference.</p> <p>ACTION: SE to send Skills Audits to WH / HB.</p> <p>ACTION: Learning Walk to be added to Governor Hub.</p> <p>ACTION: Heads to contact new governors WH/GS and HB to arrange school show rounds.</p> <p>All other actions completed or included in agenda.</p>	
7	<p>Careers Update on review of careers.</p>	<p>Careers Update by Laura Baker: Document added to Governor Hub. LB had previously presented a review of careers and governors requested a review of careers organisation structure.</p> <p>Currently careers advisor works in a federated role supporting 1 day a week at BHS and 4 days a week at KJS. They have been off since Easter and have now applied for ill-health retirement. Looked at alternatives that could be offered and at outsourcing elements as well as having somebody in house as well.</p> <p>3 options that have been explored are:</p> <ul style="list-style-type: none"> • Appoint an in-house careers advisor. • Hybrid model with some outsourced and some in-house. • Outsource fully with a full-time non-teaching careers advisor. <p>Would like to request that Governors look at option 2 as a model to move forward with. Somebody taking this on with a TLR would be expensive and we don't yet know if option 2 would work so while we are trialling this model propose that this would come with an R&R payment.</p> <p>Q: - Teachers are already stretched to capacity?</p>	

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		<p>A: - Recruitment of KS coordinators, we are hoping that staff will be on board with. At BHS this may be more difficult as it's a smaller staff team but there be people who may wish to take up an opportunity to lead on an element of school.</p> <p>Q: - Would £46,000 be new money or replacing / offsetting the person who is going to be retiring and how it be split pro-rata across the 2 schools?</p> <p>A: - Cost is based on what we have built in currently and the split would be proportionate as it is now.</p> <p>Q: - It is a 3-year contract, does it have break clauses in if it isn't working?</p> <p>A: - Yes.</p> <p>Q: - An R&R should not add work to a bandwidth; it should be a TLR3?</p> <p>Q: - Can it be done as a TLR?</p> <p>A: - We would need to know what the costs are of having it done like this.</p> <p>Q: - Where does this sit in the structure?</p> <p>A: - PT and LB are still careers leads.</p> <p>Q: - What is the timescale for appointing?</p> <p>A: - We are looking to recruit in Spring term if possible so that we can fill some gaps.</p> <p>Q: - How have we come to decision to use this company- has it gone a procurement process/finance committee?</p> <p>A: - No, it hasn't.</p> <p>Q: - Do we think it needs to?</p> <p>A: - We looked at a number of options, and these are the provision used by Outwood Academy and have a good reputation.</p> <p>Q: - When does the decision need to be made. We need a minimum of 3 quotes to come back to the EFG group?</p> <p>A: - It went through Justin waters.</p> <p>Q: - Has ill-health retirement been agreed?</p> <p>A: - They have put the request through already.</p> <p>Q: - But has it been approved yet?</p> <p>A: - They have already declared that they are unfit to work so it goes through a different HR route.</p> <p>Governors were happy with the proposal subject to R&R point in procurement process and that this should be fed back to EFG group.</p> <p>ACTION: LB to obtain costings for TLR payment in place of an R&R and come back with a proposal to be approved at EFG meeting on 22nd January 2026.</p>	

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8	Safeguarding	<p>Summary for both Schools: KJS AK (DSL) is on a phased return after being away from school for 3 weeks. Recent report from Jon Norden's visit was on the whole positive. PM has spoken to JN around the pupil voice element as this stood out (relating to racist comments). Don't think that this is a huge cause for concern, think that it is reflective of where we are in society. Students are exposed to language and values at home, social media and community. There have been 15 racist incidents reported since the start of academic year and to put this in context, we had 60 in total the previous year. LM met with students again to dig a bit deeper into the feedback:</p> <ul style="list-style-type: none"> - Students felt staff took incidents seriously. - 1 student encouraged to report an incident and suspensions given in response. - Topics are well covered in PHSE as well as other lessons. - Students talked about subtle examples of racist micro expression such as touching hair. Identified a training issue for staff of what this means and what this looks like so need to keep moving this forward. <p>Working towards Red Kite alliance red award and there is a staff member working alongside LB to achieve this.</p> <p>Other item mentioned in report were issues around emotional health with 42 last month. This category is very broad and covers difficult areas so there needs to be some subheadings to break this down. Secured £45,000 funding investment to bring in a Wellspring counsellor to work in school.</p> <p><i>Q: In comparison to BHS there was just 1 racist incident, is this down to community or school size?</i> <i>A: - I would echo what PM has just said. It is on our radar as well and we are raising awareness. We have a wider cultural mix in our area, so children are exposed to different cultures. We have had incidents of black families using racist words at each other which other children then use as they think it's acceptable and we have done a lot of work around this.</i></p> <p>BHS</p>	

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		<p>2 reports from Jon Norden and Joanna Conway uploaded.</p> <p>Agreed we wouldn't do a lockdown drill due to the school context but have since been told by the LA that we need to do one. We have now completed this which included all children and it was fine. We have learnt from this and will be looking at how we would respond in different scenarios. Its more common now and the children did feel safe.</p> <p>KJS are putting plans in place to do a lockdown drill in January.</p> <p><i>Q: How often should you do them?</i> <i>A: - Once a year is the guidance.</i></p>	
9.	Pupil Premium	<p>KJS Strategy Presented by SG. Plan had previously been circulated with new proposed 3-year strategy for PP budget.</p> <p>This year it has been re-written to reflect King James priorities as a school. The EEF and DFE advise priorities are around high-quality teaching, pastoral support and health & wellbeing. Follows the structure we had before. In 2024/25 we made progress in academic challenge to our students and increased by ½ a grade.</p> <p>On Page 6 you will see the 5 areas of focus including attendance, raising achievement and health & wellbeing.</p> <p><i>Q: A parent of a pupil in a PP group (LAC) has challenged if the right support is in place for them and funding in place is being used to support correctly. Are you confident that where required, there is training allocated so that teachers can meet the needs of particular groups of pupils?</i> <i>A: - That particular student had relied on 1 staff member who was on maternity leave and other staff had backfilled the support. We could have funded training if we felt this was necessary, however we feel that the student did gravitate to one particular staff member. Confident that the funding is ring-fenced and used correctly.</i></p> <p><i>Q: - In terms of intended outcomes for attendance, should we be looking at a more explicit target?</i> <i>A: - I am happy to continuously report on these figures. We could look at a minimum indicative target and use this. This only came out last week.</i></p>	

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		<p>Governors were in agreement to approve the document to be added to the website.</p> <p>BHS Strategy Plan was clear when it was shared with Ofsted inspectors. 5 key areas identified and report shows the context of these. Areas include attendance, results, and suspensions / exclusions. With area 5, Creating a sense of belonging, case studies have been included for how school has supported PP students, such as taking part in events they wouldn't have done previously and also having a good representation of students on school council. Now have more PP students in school than we have ever had, its highest it's been at 37%. Q: - <i>Is it carry on with the plan, or does it need to be re-prioritised?</i> A: - <i>We had 11 students in year 11 last year. Year 11 is the key ones we work with as we have year 11 students whose attendance isn't where it should be. Its around individuals and working with them.</i> Q: - <i>We have a proportion of managed move students which is higher than it should be?</i> A: - <i>They are not really managed move; we have a very mobile population which has been recognised.</i> Q: - <i>In the Ofsted pilot, did Ofsted carry out case sampling?</i> A: - <i>They did and they (the inspectors) chose the samples, but they did allow us to highlight if a pupil had certain vulnerabilities, provide context. They picked a student from each of these groups: EHCP, LAC, SEN and PP.</i> Ofsted will come back to do a formal inspection quite soon, so governors need to read report, and it is likely that they will look at Governor Challenge around PP</p> <p>Governors commented that both reports were very detailed and they were reassured with what each school was doing.</p>	
10.	Data Review:	<p>KJS Executive Summary Learning Cycle 1: Verbal update as no report available (due to timing with data cycle) Year 11 data is tracking the same as cycle 3 with no changes. Attainment - All 5.02 - Disadvantaged 3.89 (Target 3.9) In comparison to year 10 mocks, broadly attaining where they were last year.</p>	

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		<p>Science, which was an area of concern, is tracking positively. However security of science grades is dependent on staffing, with the following challenges:</p> <ul style="list-style-type: none"> - 2 staff members on long term sick who may not return. - 2 staff members on maternity leave. - 1 staff member starting maternity leave after Christmas. - 1 staff member starting maternity leave just before exams. <p>Normally there would be 12 people in the faculty. Q: - <i>Science recruitment is also a national problem?</i> A: - <i>Yes, but we have never found it this difficult.</i> Q: - <i>So, PP group is not at target?</i> A: - <i>If they get what is forecasted then we will be delighted.</i> Q: - <i>You don't need to do any course correction?</i> A: - <i>No, not yet.</i></p> <p><i>SG left at 6.25pm</i></p> <p>BHS Executive Summary Learning Cycle 1: Report had been previously circulated to include data for all year groups.</p> <p>Year 10:</p> <ul style="list-style-type: none"> - 65.2% between 3-5. - 39.1% between 6-9. <p>Really doing very well and higher than we would expect.</p> <p>Year 11:</p> <ul style="list-style-type: none"> - They were all tracking; we have had 3 new students joining so this has dipped slightly. - 13 children whose attendance is below 80%. - 1 off-site provision package for an EHCP student (Unlikely to sit GCSEs). <p>Q: - <i>Because you're a small school, the numbers make a big difference?</i> A: - <i>Yes, they do. We have 98 pupils in year 11 and just 48 in year 7.</i></p>	

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		<p>Q: - We know what the published data is as that's is available on ISDR so that Ofsted can see it. What does data show us and what are you doing with individuals in school currently?</p> <p>A: - Tracking 2 will go on in early January and we will be starting interventions straight after Christmas. There is a 3-year trend for improved data.</p> <p>Q: - On the attitude to learning table, homework stands out – is this a problem?</p> <p>A: - That is something we are working on this year and taking action following pupil voice.</p> <p>Q: - How is ATL measured?</p> <p>A: - If all excellent and good from teacher they get a certificate. Poor or RI they don't get anything. This is purely attitude and not targets.</p> <p><i>SB left at 6.45pm</i></p>	
11	<p>SDP Verbal feedback from SDP meeting.</p>	<p>Verbal update from SDP committee meeting on 23rd October by AH. Key points:</p> <ul style="list-style-type: none"> - Ofsted pilot of new framework review at BHS. Went well and was a more positive experience. - SEF 25/26 for both schools. - SDP 25/26 for both schools. - KJS Leadership update. <p>Q: <i>There haven't been any changes made to BHS SEF?</i></p> <p>A: - <i>No, we have tweaked it to make sure it is more focused.</i></p>	
12	<p>Headteacher Executive Summary / SDP Updates incl Attendance & Behaviour.</p>	<p>KJS 1-page executive summary had been previously circulated.</p> <p>3 areas of focus with actions against each, impact and focus areas. Red Kite Alliance peer review validated consistencies in teaching & learning, and identified 1 area to develop:</p> <ul style="list-style-type: none"> - Oral responses in lessons. Children are reluctant. There no longer appears to be reading at home for pleasure. <p>Behaviour: New behaviour policy along with positive regard training is having an impact and data is currently backing this up. Incidents have reduced from 1055 to 461 and on call from 862 to 504.</p>	

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		<p>Shows cultural approach with students and students don't feel excluded.</p> <p>Suspension rate is at 6%. This is below the national suspension rate but a little higher than we would like. We were at 7.8% at the end of last year. 50% of all suspensions are PP students. <i>Q: - How is matrix worked out, is it based on all students in school from year 7-11?</i> <i>A: - It is the number of suspensions divided by number of students x 100 to give you the percentage.</i></p> <p>Attendance: Secured some additional funding for a Wellspring councillor and have completed a huge amount of work around attendance in school. FSM attendance is at 81.3%. 3 of these are coming off the school roll in the next couple of weeks. If we removed all 9 pupils contributing towards these figures it would increase from 89.1% to 92%. <i>Q: Attendance report was quite confusing?</i> <i>A: - We have included DFE reports showing a comparison with other schools You can look at the data in 2 different ways. Currently DFE target is at 92.6% so need to increase by 0.4% to achieve this target.</i> <i>Q: We are projecting that we will be slightly ahead of DFE target, should we be aiming for higher than this?</i> <i>A: - Attendance will peak at certain points of the year. I would be really pleased if we could retain the 92.6% but the reality is we will probably be around 91%.</i> <i>Q: So, it's quite a stretch to hit DFE target?</i> <i>A: - If we achieved 91.5%, we would meet their target, but I would like this to be higher.</i></p> <p>Community, Careers & Personal Development</p> <ul style="list-style-type: none"> - Revamped tutoring programme. - Focus area destination of year 11 and 13 students. <p><i>AS left at 7.30pm</i></p> <p>BHS Climate for learning:</p> <ul style="list-style-type: none"> - All PMs have been completed. - JN visit this week, report to follow. 	

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		<ul style="list-style-type: none"> - Taking part in DFE reading pilot scheme and completed some training yesterday that staff were really engaged in. <p>Behaviour Culture: Have worked hard for the last couple of years to improve behaviour culture. Worked with behaviour hub and have another session booked for positive regard to help revisit the restorative approach. Continue to work on strategies with children who find it difficult to engage with what we are trying to achieve.</p> <p>Attendance: Target is 91% and currently at 91.5%. This is a 0.5% decrease to last year but there has been an increase in illness. School has 400 pupils so 4 pupils equate to 1%. We have 15 pupils we are struggling to get into school, accounting for 4% of our total. Working with pupils who have attendance of 85/86% and PP attendance is still something we need to work on.</p> <p>What are we doing well: <ul style="list-style-type: none"> - 3rd out of 21 similar schools for PP. - 4th out of 20 similar schools for SEN. This still isn't high enough as we know that attendance impacts outcomes.</p> <p>Year 7 are a good success story. We started working with these pupils while they were in year 6 and the year 7 attendance is the strongest that BHS has ever seen.</p> <p>It's a battle to keep our attendance up at 91/92%. RG visited Delta Academy and was very impressed with how they do attendance and behaviour.</p> <p>AH would like to have some discussions around reports and what they should like.</p>	
13	Finance Updates	Update from EFG meeting by IY. Notes to support IY update:	

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		<p>In terms of a finance update I would like to report on three parts... firstly, EFG update on budget, secondly how our budget and other matters was viewed in a mtg with the LA last Friday where we were invited to discuss our budget projections; and thirdly, EFG update on School fund matters.</p> <p>School budgets: King James's: in year tracking shows a slightly improved position, and we expect to deliver an outturn budget with a surplus of circa 9.5k, compared to a projected deficit of 115k. This is principally due to savings around the non-replacement of six posts that have become vacant during the year. In turn this means the projections for 26/27 are looking more favourable with a projected outturn position at the end of 26/27 of in year being +45.2k and accumulative reserve being +266.8k. Whilst we had discussed the need to take some proactive cost saving measures for 26/27 at this point it's recommended to keep these under consideration but before actioning to allow Miriam as incoming Headteacher the opportunity to review all budget, curriculum and staffing matters as she comes into the school in the Spring and then to create a long-term cost savings plan from there.</p> <p>LA meeting: The LA are content with this position. Short discussion re KJS.</p> <p>Boroughbridge: the position is showing some variation due to approved spending but is still tracking to deliver a slight surplus of 6.4k at the end of the 24 2526 final year which will still leave us ahead of the agreed deficit recovery plan with the local authority. However, the significant downturn in pupil numbers for autumn 25 does mean a significant drop in income in 26/27 and at this point we have to assume that the decline in pupil numbers will continue in subsequent years. Currently at circa 45 first choice for 2026 and 35 second choice. What this means for the 26/27 budget as it stands is an in year projected deficit of -£174,000. There are various cost-saving measures and efficiencies that could be pulled into play, but these do bring possible risk in terms of the forward trajectory of the school, Ofsted readiness, standards etc.</p> <p>LA meeting:</p> <ul style="list-style-type: none"> · Longer conversation given the budget situation. · They agreed that we can delay any cost savings strategies for 26/27 until after Ofsted though we need to work those up ready to action. 	

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		<ul style="list-style-type: none"> · We noted the reduced student numbers and in principle they agreed to investigate supporting us with outwards comms, marketing and success stories to build roll. They recognised Kathryn's strong leadership in responding to Ofsted and in delivering school improvement. · Agreed to re-convene early March. · I would also suggest an early reach out to El Mayhew as incoming DCS, invite to school etc <p><i>Q: - Decreasing pupil rolls are a national concern?</i> <i>A: - Reducing rolls in primary schools however secondary schools have still to come into this wave yet.</i></p> <p><i>Q: - Fully understand that nothing will be done until after Ofsted, however how worried should governors be?</i> <i>A: - we need to be concerned about finances and falling rolls, and we need to be ready to implement cost saving measures when necessary. .</i></p> <p>When KS was appointed as headteacher, the school wasn't balanced in year, and the school was in deficit, so we have managed to turn it around before. LA were happy that we were ahead with repayment plan and recognised that we had balanced the books before which is why there was no immediate concern.</p> <p><i>Q: - Have you had the year 6 open day yet?</i> <i>A: - It was incredibly positive but the number of people who came were similar to the last year.</i></p> <p>School fund: A subgroup of governors has formed the trustees of each school fund. In our September meeting we highlighted that we had not reviewed the constitution, objects etc recently to ensure full compliance. IY undertook to do some investigation and have since liaised with the Charity Commission (CC). Boroughbridge - not particularly current but we have a constitution which 'will do' and we can comply with. No action recommended. King James's - all we have is a set of minutes from 1984, which describes the objects but with which we cannot comply as it cites the trustees as being the head and 3 deputies. Therefore, the current trustees have agreed to liaise with legal and then intend to correspond with CC to reconstitute the SF to current articles.</p> <p><i>Q: - Is there no conflict of interest that the EFG group will be School Fund trustees?</i> <i>A: - Its common practice and the commissioner is happy with this arrangement.</i></p>	

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		<p>Scheme of Delegation: Need to make changes to delegation powers with JW leaving. New scheme of delegation is with HR and Finance team.</p> <p>New SBM has been appointed and starts on 19th January. EFG approved some additional commission time rom JW to support the SBM in New Year.</p> <p>ACTION: AH would like to know the plan for allocating responsibility for the elements of Justin's role that will not be picked up by the incoming SBM.</p>	
14	Business Services Update	<p>HR Report uploded to Governor Hub for noting.</p> <p>Health & Safety Visits:</p> <ul style="list-style-type: none"> - PD KJS <p>Number of works in place that are being funded by Local Authority as they are landlord problems. KJS also has some gas and asbestos works.</p> <ul style="list-style-type: none"> - BH BHS. <p>Everything is looking as well as it can. Number of issues we are aware of and looking to Local Authority for funding. All paperwork is up to date with asbestos and legionella checks.</p> <p>Independent asbestos reports for both schools completed.</p> <p>Recommended that there are some bullet points of what was discussed at each meeting that can be added to the minutes. These will be provided by school contact and a report completed for the next FGB.</p>	
15	Governance	<p>The following was noted:</p> <ul style="list-style-type: none"> - LA Visit reports all uploaded to governor hub. - No Link Governor visit reports. <p>Training log is being collated by SE, however, need to speak to school regarding the records they keep. Speak to Emma Bruce at HR.</p>	

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		Governors were asked if they could respond to requests for additional meetings sch as panels etc. within a 48-hour window.	
16	Policies for approval	<p>The following policies had been shared for ratification:</p> <p>Federation:</p> <ul style="list-style-type: none"> - DBS Policy. - Re-organisation, Redundancy and Redeployment policy. <p>HR Policies:</p> <ul style="list-style-type: none"> - Recruitment and Selection policy. - Reference policy - Collective Disputes. <p>KJS</p> <ul style="list-style-type: none"> - Physical Handling and Intervention Policy. <p>BHS</p> <ul style="list-style-type: none"> - Students with health needs who cannot attend school. - Suspensions & Permanent exclusions. - Health & Safety Intimate Care procedure. <p>No longer need to discuss Alcohol Policy so this has been removed.</p> <p>DBS Checks</p> <p>Need to add in the option for DBS sampling and tick which of the following we would like to approve:</p> <ul style="list-style-type: none"> - Random selected rechecking. - 3 or 5 years recheck process at a cost to the school. <p>AS would like to recommend that schools carry out a 5-year renewal on DBS. She would expect staff to declare any changes and would suggest that an annual declaration is completed.</p>	

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		<p>Governors were in agreement to renew on current NYC random sampling rechecking model and then complete a cost exercise to school to change to a 3- or 5-year renewal process. In the interim all staff to complete an annual declaration.</p> <p>RRR Policy School name needs to be added.</p> <p>Governors were in agreement to adopt all policies with immediate effect.</p> <p><i>Q: Have NYC generated an AI policy to adopt?</i> <i>A: - No. Jon Norden was keen to know what we do but NYC haven't yet generated a policy for us to adopt.</i></p>	
17	Correspondence & AOB	<p>AH had received a letter a couple of weeks ago asking school to reconsider its position on school exchange trips. A reply was sent to say the letter would be given some consideration.</p> <p>Email from a parent who has attended both school open evenings and highlighted her difference in experiences. She also mentioned facilities were nicer at KJS than at BHS and if there were finances available to upgrade these. AH will write a professional response.</p> <p>Strategy day to arrange for late January / early February. Need to agree a date. Action: GS agreed to send out a doodle poll to get a general opinion on availability.</p> <p>This was officially Malcolm Dawson's last meeting for the federation as a governor. Everybody is very sorry to see him go and he has done a huge amount of work for the school in his time on the board. MD has been a governor for 11 years and chair for 10 of those. MD commented that he had met and worked with some great people over the years and has found it thoroughly enjoyable if not challenging at times. Effort that people put into making things work is outstanding. He wishes both schools and everybody involved all the very best for the future.</p>	

No.	Agenda Item		ACTION
18	Date of Next Meeting	- FGB 12 th February 2026 @ BHS 5.30pm	

The meeting ended at: **8.35pm**

Andy Howard (Chair):

Date:

ACTIONS ARISING FROM MEETING

Item 5	Cyber Attack paragraph to be added to ICT recovery plan.	PH / WH
Item 5	Updated Scheme of Delegation from HR for the Performance Management Committee	JW / IY
Item 5	Skills audits to send to WH and HB.	SE
Item 5	Learning Walk Guide from KJS to be shared with all governors	PM/SE/AH
Item 5	School Leaders to arrange tour visits with GS / WH/HB	PM/KS
Item 6	LB to obtain costings for TLR payment in place of an R&R and come back with a proposal to be approved at EFG meeting on 22 nd January 2026.	EFG Group
Item 7	AH would like to know the plan for allocating responsibility for the elements of Justin's role that will not be picked up by the incoming SBM	EFG Group
Item 8	Strategy Day – agree a date. GS agreed to send out a doodle poll to get a general opinion on availability.	GS
Item 9	Health and Safety summaries of meetings: Recommended that there are some bullet points of what was discussed at each meeting that can be added to the minutes. These will be provided by school contact and a report completed for the next FGB.	New SBM or delegate?