



**Minutes of the Crowland Primary School  
Board of Governors  
Full Meeting of the Board held at the School, Crowland Road, London, N15 6UX  
5 October 2017, at 6.00 pm**

**Attendees**

<b>Name</b>	<b>Initials</b>	<b>Attendance</b>
<b>Governors</b>		
<b>Executive Headteacher (1)</b>		
Tony Hartney	EHT	Present
<b>Staff (1)</b>		
Craig Winnard, Joint Senior Deputy Headteacher (teaching staff)	CW	Present
<b>Co-opted (8)</b>		
Michael Rose	MR	Present
Catherine Hillis (Vice Chair)	VC	Absent
Frances Holloway	FH	Present
Sophie Stevens	SS	Absent
Rose Dowling	RD	Present
Patricia Daley (support staff)	PD	Present
Vacancy		
<b>Parent (3)</b>		
Cristina Razza	CR	Absent
Engin Djemali	ED	Present
Vacancy		
<b>LA (1)</b>		
Roger Knight (Chair)	Chair	Present
<b>Advisers (2)</b>		
Anthony Campbell, Joint Senior Deputy Headteacher	JSDHT	Present
Rachel Mardenborough, Deputy Headteacher	DHT	Absent
<b>Observer</b>		
Roni Bignall	RB	Absent
<b>Clerk</b>		
Michael Thompson	Clerk	Absent
Andrew Merkley (deputising for Michael Thompson)	Clerk	Present

**Part one – public**

<b>Item</b>	<b>Who</b>	<b>When</b>
<b>1. Welcome, introductions, apologies and notice of confidentiality</b>		
1.1 <b>Welcome</b> – Those in attendance were welcomed to the meeting.		
1.2 <b>Introductions</b> – The Chair introduced Andrew Merkley who was clerking in the absence of Michael Thompson.		



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1.3	<b>Apologies</b> – Apologies for absence were received in advance and accepted from Catherine Hillis and Cristina Razza.		
<b>2.</b>	<b>Declarations of interest pecuniary or otherwise in respect of items on the agenda</b>		
2.1	There were none received.		
<b>3.</b>	<b>Election of the Chair</b>		
3.1	The clerk invited nominations for the position of Chair. Nominations were received for Roger Knight. There were no further nominations received. Roger Knight <b>AGREED</b> to take the position of Chair unopposed.		
<b>4.</b>	<b>Election of the Vice Chair</b>		
4.1	The Chair invited nominations for the position of Vice Chair. Nominations for the position of Vice Chair were received for Catherine Hillis. There were no further nominations received. Although not in attendance it was <b>AGREED</b> that Catherine Hillis would take up the position of Vice Chair unopposed. The Chair <b>AGREED</b> to make contact with Catherine Hillis to confirm whether or not she would be prepared to take up the position of Vice Chair.	<b>Chair</b>	<b>asap</b>
<b>5.</b>	<b>National Governance Association (NGA) Code of Conduct – September 2017</b>		
5.1	The Chair informed the meeting that the NGA (National Governance Association) code of conduct was updated from September 2017. Governors were asked and <b>AGREED</b> to adopt the code of conduct as presented in keeping with strong school governance arrangements.		
<b>6.</b>	<b>Register of Business Interests</b>		
6.1	Members of the Board in attendance completed and signed the register of business interest pro formas despatched in advance with the agenda papers. The completed pro formas were returned to the Executive Headteacher for retention at the school and for the purposes of information and audit. It was <b>AGREED</b> that absent governors would need to ensure that the required pro formas were completed and returned for the attention of the School Business Manager.	<b>Board</b>	<b>asap</b>
<b>7.</b>	<b>Membership</b>		
7.1	<b>Board of governors, committee membership and link governor positions</b> - Governors were referred to the membership list despatched in advance with the agenda papers. There were no notified amendments made to the membership. Governors were asked and <b>AGREED</b> to ensure that they made contact with the clerk if there were any necessary required amendments.	<b>Board</b>	<b>asap</b>
7.2	<b>Michael Rose’s resignation as a co-opted governor</b> – Governors were advised that tonight’s meeting would be Michael Rose’s last meeting as a co-opted governor. It was noted that he was relocating out of London and as a result would be unable to attend the governors’ meetings. Governors took the opportunity to thank Michael Rose for his hard work and commitment to the school and the Board and wished him well for now and the future.		



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7.3	<p><b>Co-opted governor vacancy expression of interest</b> - Governors were advised that there was an expression of interest received for one of the vacant co-opted governor vacancies. It was noted that the interested candidate resides in the Walthamstow area, has a degree in criminology and is a practicing Social Worker with an interest in schools and education. The Chair <b>AGREED</b> to invite the person concerned to the Board's next scheduled meeting.</p>	<b>Chair</b>	<b>Next meeting</b>
<b>8.</b>	<b>Governors' Enhanced Disclosure and Barring Service (DBS) Checks</b>		
8.1	Governors noted the statutory requirements regarding the need to ensure that their individual enhanced DBS checks were up-to-date, especially in readiness for Ofsted and safeguarding.		
<b>9.</b>	<b>Publication of Governors and Associate members information and attendance.</b>		
9.1	The Clerk had informed the Board in advance that he would be producing the Governors' attendance list for the previous academic year (2016/17) for uploading to the school's website. There was nothing further to add at this stage.		
<b>10.</b>	<b>Public minutes of 22 June 2017</b>		
10.1	Governors were referred to the public minutes of 22 June 2017. The minutes were <b>AGREED</b> as a true and accurate record. These were duly signed and dated by the Chair for retention at the school. There were no matters arising which would not otherwise be covered within the agenda for tonight's meeting.		
	<b>Main business items:</b>		
<b>11.</b>	<b>Chair's report (oral)</b>		
11.1	<p><b>The future of School Improvement in the LA area - Governors asked the Executive Headteacher whether or not there had been any update from the LA in relation to the plans for School Improvement in the LA from September 2018 onwards?</b></p> <p>The Executive Headteacher said that the LA would be losing the responsibility for School Improvement as of September 2018. Conversations were currently taking place on how best schools would be in a position to access advice, guidance and support and what was available to schools independently. Governors expressed disappointment that the LA would no longer exist in the manner in which schools and governors had had access to as and when reasonably needed, especially in relation to sharing information between schools and providing the necessary support in the best interest of children and young people overall school improvement and effectiveness. In particular, it was understood that primary schools are relatively isolated and are in need of having access to services potentially via a hub of some description, which could be gradually developed over time to be something more substantial.</p>		
11.2	<b>The Chair's meeting at the Professional Development Centre regarding the future of School Improvement</b> - The Chair informed the meeting that he would be chairing a meeting at the Professional Development Centre (PDC) about the		



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		Chair	Next meeting
	future of School Improvement provided by the LA. The Chair <b>AGREED</b> to feedback on the outcome of the meeting at the next full meeting of the Board. It was noted that there were a number of challenges for the LA regarding the services on offer. The Chair had nothing further to add at this stage.		
<b>12.</b>	<b>Executive Headteacher's Report.</b>		
	<b>Draft Internal Audit Report</b>		
12.1	<b>Draft Internal Audit Report</b> - The Executive Headteacher presented the recent Internal Audit Report in draft to the Board. The report was tabled and circulated. Members of the Board in attendance noted the contents of the report. The Executive Headteacher advised the meeting that the audit took place in July 2017, prior to the summer holidays. The outcome of the audit detailed that the school was given a 'limited' category. The audit identified no issues of fiscal malpractice. Nonetheless, there were a number of areas where processes and rigour was in need of improvement and action by the school's administration.		
12.2	<b>Key issues raised regarding the school's internal audit (Administration)</b> - The Executive Headteacher was aware that as a result of the audit a number of key issues were raised regarding the school's Administration. A large proportion of work was placed on the School Business Manager and one of the Receptionists. As a consequence some key areas of action are subsequently missed due to demand.		
12.3	<b>Response to the key issues raised by the internal audit and Administration –</b> <b>Governors asked the Executive Headteacher what was the school's response to the issues raised regarding Administration and what are the next steps?</b> The Executive Headteacher said that careful consideration was being given to the situation in depth. There would be a timely reorganisation of the school's Administration. The Executive Headteacher suggested that the school's Administration was moved to allow them to work together to maximum effect drawing on each of their skills and experience constructively supporting each other during busy periods throughout the school day and or year. The Executive Headteacher added that it would prove beneficial to make more explicit the responsibilities for tasks undertaken by the staff members concerned. It was hoped that this approach would make the overall job of administration more manageable enabling the staff to be more in control of their day to day responsibilities with confidence. The Executive Headteacher had taken the opportunity to speak to the school's Administration staff about the need for improvements where no blame was apportioned to any member of staff.		
12.4	<b>Administration staff redrafting of the staff members' job descriptions -</b> <b>Governors asked the Executive Headteacher whether or not the job descriptions for the Administration staff would need to be redrafted?</b> The Executive Headteacher said that there would be no need to redraft the current job descriptions. The process of reorganisation and the proper sharing of duties would assist with resolving the situation. The Executive Headteacher added		



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	that it was not necessary at this stage to proceed with reviewing staff hours of work and pay scales. The Executive Headteacher would initially like to explore whether or not the issues raised could be addressed without significant disruption.		
12.5	<p><b>Administration staff expectation of good working practices - Governors asked the Executive Headteacher whether or not there was a lack of understanding within the school's Administration as to what "good" working practices mean?</b></p> <p>The Executive Headteacher said that the successful completion of the set working tasks was evidence of what good looks like. The Executive Headteacher was aware that the staff are very protective of what they do individually and were in need of guidance in terms of working together in a more productive and supportive way. There was a need to make improvements to the systems in place. Although challenging, the staff would be supported and tasked with finding suitable systems and solutions in the first instance. New and better ways of working together would be explored as well as the need to acknowledge shared working practices and the staffs' collective strengths. The Executive Headteacher <b>AGREED</b> to provide the Board with an update at the next full meeting of the Board.</p>	EHT	Next meeting
	<b>Overview of the end of Year Assessments - 2016/17</b>		
12.6	The Executive Headteacher tabled and circulated an overview of the school's end of year assessment results. The Executive Headteacher spoke to the paper adding extra comments and additional information.		
12.7	<p><b>Early Years Foundation Stage (EYFS)</b> – Governors were advised that the EYFS results this year (2016/17) were below last year's results (2015/16) with 55% achieving a Good Level of Development (GLD) against the national average of 70.6%. The Executive Headteacher informed the meeting that a significant remodelling process had taken place in this area with 6 members of staff joining the EYFS team. The School Leadership added that there was a recognised boost in staff morale and energy as a result of the school's intention to improve the situation. The Executive Headteacher acknowledged that the recognised improvements in this area would be a challenge for the school.</p>		
	<b>Exploring further options for securing funding and resources</b>		
12.8	<p><b>Working with external organisations</b> - The Executive Headteacher informed the meeting that the school was making constructive and meaningful attempts to forge several links with a multi-national company. It was hoped that the links would secure further sources of revenue and support for the school. A group of volunteers were currently in the process of being sought to assist with the maintenance of the school playground. The Executive Headteacher invited members of the Board to visit the school on <b>27 October 2017, at 9.30 am</b> when the work was scheduled to commence.</p>	Board	<b>27 October 2017, at 9.30 am</b>
	<b>School Development Plan (SDP) – Key Priorities</b>		
12.9	<b>SDP Key Priorities</b> – The Executive Headteacher referred the meeting to the SDP		



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	key priorities, which was tabled and circulated. The Executive Headteacher spoke to the contents of the SDP adding extra comments and additional information.		
12.10	<b>Pupil Outcomes (Year 6 and Year 2 cohort)</b> - The Executive Headteacher advised the meeting that one of the biggest challenges facing the school was the current Year 6 cohort. It was noted that the starting point for a number of the Year 6 children in that cohort was in fact lower than any Year 6 cohort experienced in previous years at the school. The Executive Headteacher informed the meeting that a great deal of work would be targeted at reasonably accelerating the children's progress with the expectation of significantly raising attainment in line with the national average. Governors were also advised that the school was strategically focusing on raising attainment in Year 2 in order to ensure that they are in line with the national average.		
12.11	<b>Pupil Outcomes (accelerating progress in Year 1)</b> – The Executive Headteacher spoke about the importance of the school focussing on accelerating the children's progress in Year 1. Governors were reassured that the renewed vigour and emphasis was designed to close the gap as a result of the low GLD scores for the Reception class (2016/17).		
12.12	<b>Pupil Outcomes across the school</b> - The Executive Headteacher reassured the meeting that the school was in a strong position to achieve the overall strategic aims and objectives as detailed throughout tonight's meeting. The return to work of key members of staff would ensure that there was a strong teaching and learning team in Year 1 and Year 6 as well as elsewhere across the school.		
	<b>Quality of Teaching and Learning</b>		
12.13	<b>Reading (EAL)</b> - The Executive Headteacher spoke about the challenges for the school regarding reading, especially in terms of raising the expected level of reading for a significant number of children. Many of whom joined the school with English as an Additional Language (EAL). Governors noted the school's action points as detailed in the SDP strategically focussing on this area of the curriculum increasing the number of opportunities on offer for deeper learning and challenge.		
	<b>Personal Development and Behaviour Welfare</b>		
12.14	<b>The school's Ethos and pupil voice</b> - The Executive Headteacher advised the meeting that the school's ethos was currently under review. There was a strong emphasis on developing this and embedding a recognised culture across for the school. The Executive Headteacher added that there was a drive for revamping the values and tailoring them to the children's learning so that the children are able to articulate clearly what is expected of them. The school would be linking the expectations with a drive to further strengthening the pupil voice.		
	<b>Leadership and Management</b>		
12.15	<b>The development of subject Leaders knowledge (objectives)</b> – Governors were		



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	referred to the key objectives as detailed in the SDP regarding the development of the subject leaders' knowledge and expertise in their curriculum areas. This should in turn prove useful in terms of creating engaging activities with a positive impact on the children's teaching and learning.		
12.16	<b>Early Years Foundation Stage (EYFS)</b> - Governors noted the contents of the SDP with the goal of increasing the proportion of all pupils achieving a GLD to 75% in line with or above national and LA expectations.		
12.17	<b>Teaching Staff Performance Management (SDP and the Self Evaluation Form (SEF))</b> - The Executive Headteacher reassured the meeting that the teaching staff performance management objectives were strategically linked to the SDP. The key areas for improvement were also detailed in the SEF, which was linked in line with the objectives identified in the SDP. The Executive Headteacher was aware that the teaching practice in the classroom was of a high standard. The role and the responsibility of the School Leadership Team (SLT) would continue to focus on ensuring that this was raised to an even higher level given the challenges ahead. It was noted that one of the key goals for the year was the identified need to make a significant impact on reading across all cohorts.		
12.18	<b>The parents' awareness of the school's objectives - Governors asked the school's SLT in attendance whether or not the parents' are aware of the school's objectives?</b> The Executive Headteacher said that the key priority for the school was the need to embed the objectives into the everyday working of the school. The parents as part of the process would then be made aware of the school's objectives via the parents' evenings and the school's general teaching and learning ethos. The parents would be given the opportunity to hear more about their children's involvement in the teaching and learning life of the school such as the school's reading events for example.		
12.19	<b>Ratification of the SDP</b> – Governors formally <b>AGREED</b> the SDP as presented. Governors looked forward to receiving further updates throughout the course of the year.		
<b>13.</b>	<b>Report Back on Governors' Visits</b>		
13.1	There were no reports received regarding governors' visits. The Chair was aware that the number of governors' visits had decreased recently. The Chair reminded the meeting about the importance of governors' visits and the need to report back accordingly. The EYFS provision was considered one of the important areas to visit this year. The Chair <b>AGREED</b> to make a visit to the EYFS as soon as possible. He also <b>AGREED</b> to meet with the Vice Chair to look at a schedule of focussed visits throughout the year for the Board's members.	<b>Chair/VC</b>	<b>asap</b>
<b>14</b>	<b>Governors' Training Update</b>		
14.1	There were no reports received regarding governors' training received. Governors confirmed that they continued to receive the updates in respect of the		



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	training on offer from the LA. The Chair <b>AGREED</b> to have a discussion with the Clerk around undertaking a review of the skills audit, succession planning and the need for CPD school based or otherwise.	Chair/Clerk	asap
<b>15.</b>	<b>Matters arising from the public minutes of the previous meeting</b>		
15.1	There were no matters arising from the previous meeting.		
<b>16</b>	<b>Any other urgent business</b>		
16.1	There were none received.		
	<b>For information/action:</b>		
<b>17</b>	<b>Policies update and pay policy</b>		
17.1	<b>Review of policies and policy matrix</b> - The Executive Headteacher informed the meeting that he was in the process of reviewing all of the school's policies in terms of what was required, compliance and checking when they were last reviewed and in need of updating. As part of the process the Executive Headteacher had identified the gaps in the school's statutory policies. The Executive Headteacher advised the meeting that he would be producing an annual plan to assist with the process of monitoring and reviewing the school's and the Board's policies.		
17.2	<b>Annual Year Planner</b> - Governors noted the work plan produced by the Executive Headteacher, which was presented as a tabled and circulated item. It was <b>AGREED</b> that as part of the annual work cycle that informative presentations would also be received from the teaching staff to assist governors with having a greater understanding about the school. This would also give the governors the opportunity to meet the staff as well as receiving updates on the implementation of some of the adopted policies approved by the Board and the school.	EHT	asap
17.3	<b>Ratification of the Annual Year Planner</b> - Governors <b>AGREED</b> the contents of the annual work plan as presented. Governors were asked to make contact with the Executive Headteacher with any required amendments/comments via email to the Executive Headteacher if any.	Board	asap
17.4	<b>Pay Policy</b> - Governors were referred to the school's updated pay policy. The policy was noted as presented. Governors formally <b>AGREED</b> to adopt the policy subject to any further amendments made at the next meeting of the Resources Committee scheduled to take place on 17 October 2017, at 8.00 am.	Resources Committee	17 October 2017, at 8.00 am
<b>18</b>	<b>Review of the Terms of Reference for the Committees and Delegation of Functions, Financial Procedures and Regulations.</b>		
18.1	<b>Learning Committee Terms of Reference</b> - Governors were reminded that a decision was made to close the Learning Committee. Therefore, a review of the Learning Committee's terms of reference was not necessary. Updates regarding		





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	the work of the Learning Committee would be given at the full meetings of the Board to ensure that the work of that .		
18.2	<p><b>Resources Committee Terms of Reference (Delegation of Functions, Financial Procedures and Regulations)</b> – Governors were advised that any amendments made to the Resources Committee’s terms of reference would be made at their next meeting scheduled to take place on 17 October, at 8.00 am. It was <b>AGREED</b> that the governors in attendance at that meeting would be given the opportunity to look at the following key areas to ensure that any required amendments if any were made for approval and brought back to the next full meeting of the Board for ratification and ‘collective responsibility’:</p> <ul style="list-style-type: none"> <li>• Delegation of Functions</li> <li>• Financial Procedures</li> <li>• [Financial] Regulations.</li> </ul>	<b>Resources Committee</b>	<b>17 October 2017, at 8.00 am</b>
<b>19</b>	<b>Publication of Statutory Information on the School’s Website</b>		
19.1	There were no comments received regarding the publication of the governors’ statutory information for publication on the school’s website. It was noted that the information would also need to go on the DfE’s website for publication ‘ <a href="#">Get information about schools</a> ’ replacing Edubase.		
<b>20</b>	<b>Staff Performance Management and Pay Committee Arrangements</b>		
20.1	Governors were advised that members of the Resources Committee would be tasked with approving the Executive Headteacher’s performance management recommendations. Members of the committee would form the Pay Panel. The deadline for the performance process was 31 October 2017. The Executive Headteacher informed the meeting that the process would be completed by the end of November.		
	<b>Engin Djemali left the meeting at this stage and did not return</b>		
<b>21</b>	<b>Date and time of next meetings and Governing Body Agenda Plan 2017-18</b>		
21.1	The date and times of next year’s meetings were despatched in advance with the agenda papers. Governors were reminded by the Chair about the importance of ensuring that they attended the scheduled meetings given the fact that the meeting dates were arranged well in advance.		
	<b>All members of staff with the exception of the Executive Headteacher left the meeting at this point for the confidential items</b>		
	<b>Part two– confidential</b>		
<b>22.</b>	<b>Any other urgent confidential business items</b>		
22.1	See confidential minutes attached <b><u>strictly for governors only unless otherwise advised</u></b>		



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<b>There being no any other business items the Chair thanked those in attendance and closed the meeting</b>		
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The meeting finished at 7.50 pm.

**APPROVAL OF MINUTES BY CHAIR OF THE BOARD OF GOVERNORS**

I, Chair of the Board of Governors, approve these minutes as an accurate representation of the Meeting, which took place on **5 October 2017**, at Crowland Primary School at 6.00 pm.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Roger Knight, **Chair of the Board of Governors**,  
Crowland Primary School