



**THE QUEEN'S SCHOOL BOARD OF GOVERNORS**

**THE QUEEN'S CHURCH OF ENGLAND SCHOOL  
CUMBERLAND ROAD, KEW, SURREY TW9 3HJ**

**MINUTES of the FGB MEETING held on  
TUESDAY 31 JANUARY 2023 at 7.00PM at the school**  
Papers are stored on Governor Hub

**PRESENT**

Inga Hall (IH) – Chair – Foundation Governor (St Anne's)  
Mark Ivory (MI) - Foundation Governor (ST Anne's)  
Reverend Melanie Harrington (MH) – Co-opted Governor  
Barnaby Rodgers (BR) – Foundation Governor (Diocesan)  
Larissa Sutton (LS) – Parent Governor  
Jenny Stroud-Turp (JST) – Headteacher  
Karen Verge (KV) – Deputy Headteacher – Associate Member  
Janine Farrance (JF) – Foundation Governor (SDBE)  
Auriol Hale (AH) – Foundation Governor (PCC)  
Harry Charrington (HC) – Foundation Governor (St Luke's)  
Marian Mollet (MM) – Foundation Governor (St Anne's)  
Kennan Michel (KM) – Co-opted Governor  
Vasiles Polydorou (VP) – Foundation Governor (The Barn)  
Mark Ollard (MO) – Local Authority Governor

**IN ATTENDANCE**

Nicola Cheshire (NC) – Clerk to the Governing Board

**WELCOME AND OPENING PRAYER**

IH welcomed everyone to the meeting. MH led the opening prayer.

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received and accepted from:

Father Giles Fraser (GF) – Foundation Governor (St Anne's)  
Sanobier Kodja (SK) – Staff Governor  
Laura Leicester (LL) – Parent Governor – currently on maternity leave.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING**

The minutes of the previous FGB meeting (08 December 2022) were agreed and approved.

All actions arising from the previous meeting were either completed or items on the agenda except for **Action No.2 Ofsted Q&A Notes**. IH noted that VP had completed his parts of the note and that her parts would be completed by the end of February 2023.

**Action – IH to complete her parts of the Ofsted Q&A Note by 28.02.2023.**

**4. APPOINTMENT OF A NEW CO-VICE CHAIR**

IH confirmed that following her request to all Governors for nominations for the position of Co-Vice Chair she had received one nomination for LS, which had been seconded. The Board voted unanimously

to appoint LS to the position of Co-Vice Chair (with Janine Farrance) and congratulated her on her new appointment. LS's appointment to be effective immediately.

5. **CHAIR'S REPORT**

The focus of the Chair's Report was succession planning. This is of particular importance at Queen's this year as 7 Governors are due to leave before the end of the calendar year. Plans are underway to secure new governors to fill some of the upcoming vacancies, and further thought is needed re skills gaps that need to be filled for some of the other vacancies.

IH also shared with the Board **(in confidence)** that JST had decided to retire and given notice to leave at the end of the current academic year. IH expressed her gratitude to JST not only for her service and the excellent work she had done and continues to do within the school but also for her early notification of her intention to retire which gave the Board time to appoint her successor. **IH stressed the importance of this information remaining confidential** until a decision had been made about a date for a general announcement to all interested parties - expected to be next week.

**Action – IH to notify all Governors of the date of the announcement of JST's resignation.**

IH talked Governors through the recruitment and appointment process for a new Headteacher and outlined likely timescales. The first step is to convene a recruitment panel (ideally of 5 suitable governors). IH asked the Governing Board for their permission to start this process, which was granted. IH explained that the Governing Board will be supported by advisors from the Diocese, the Local Authority and Schools HR, but emphasised that the decision on the appointment of a new Headteacher ultimately rests with the Governing Board.

**Action - IH to notify Diocese, Local Authority and Schools HR of JST's retirement and the need to recruit a new Headteacher.**

Governors interested in joining the recruitment panel should inform IH of their interest asap. As well as the recruitment panel, a separate 3 governor appeals panel is required. The Governing Board confirmed that they were happy for IH to make the final decision on the recruitment and appeals panel membership if there were more expressions of interest than places on the panel. IH confirmed that she would not be part of the panel.

**Action – all Governors to consider and let IH know if they would like to be part of the Headteacher appointment panel by 01.02.23 and IH to convene a suitable recruitment panel and inform governors.**

**Q** – Has any consideration been given to recruiting someone into an executive role rather than as a substantive Headteacher.

**A** – This is an interesting question and could be something for the panel to consider and discuss with their advisers.

**STRATEGIC**

6. **VISION-RELATED DOCUMENTS (JST)**

6.1 **School Development Plan**

JST confirmed that the updated SDP was available on GovernorHub and noted that due to the short time since the last FGB the only significant change had been to include an impact statement for each area which will be updated and added to as necessary.

6.2 **School SEF**

JST reported that an updated commentary for the SEF, highlighting the impact and actions was available on GovernorHub and reminded Governors that this was a summary SEF based on the gradings agreed with the SIP based on the October 2022 review. JST noted that a lot of progress has been made towards

all Ofsted criteria but recognised that the school is on a journey and there is still a lot of work to do. Key points to note included:

- **Quality of Education** - work is ongoing upskilling subject leaders across a range of areas including Geography, History, Art, and Computing. By also looking at and working with all subject leaders on assessment a deeper understanding of pupil progress in foundation subjects is being gained, creating a greater sense of cohesion across the curriculum.
- **Classroom practice** - regular learning walks are taking place and showing evidence of greater consistency across classroom practice and the sharing of good practice is being encouraged, although this can be a challenge. Evidence of Rosenshine principles in action are clear when walking around classrooms and feedback is provided to each teacher both in person and on Google classroom, which seems to be working well.
- **SEND** –focused training of teachers and TAs has taken place, resulting in improved staff knowledge and greater inclusion of SEND pupils across the curriculum.
- **Behaviour** - the focus has been on embedding emotional coaching and the new Behaviour policy and there is evidence of a consistent approach and shared language being used across the school. More training with providers is planned and workshops are being offered to parents.
- **Personal Development** – the focus has been on inclusion and the engagement of new parents and pupils and although only tested on a couple of new families the new induction process has been well received and given positive feedback.
- **Leadership and Management** – the work being undertaken has created a greater sense of cohesion within SLT with a clear focus on school improvement and the achievement of vision objectives.

**Q** – Can you explain about the learning walks, how they work in practice, who does them?

**A** – Usually undertaken by members of Senior Leadership Team and with a particular focus in the classroom, e.g., current focus is on Rosenshine principles with a particular emphasis on retrieval and subject knowledge. Teacher is given immediate feedback as well as the feedback being logged.

**Q** – You mentioned that getting people to share good practice can sometimes be a challenge, is this because of time constraints or is it a confidence issue with people not necessarily recognising that what they do is good practice?

**A** – It is probably a bit of both. There have been some staff who don't really see the value of sharing good practice until they have done it and seen the outcome in practice. Staff do also meet in their groups and reflect and feedback in the staff meeting.

**Action - JST to update SEF RAG ratings in time for the next SIP meeting on 10.02.23**

IH thanked JST for her update and noted that the Curriculum & Standards Committee had seen the positive impact of this work, with subject leaders showing greater knowledge and ability to articulate this and reflect on practice than they did last year.

**6.3 Environmental Sustainability and Learning &Teaching – Spiritual Vision and Priorities.**

The environmental sustainability project is aiming to become a whole school movement led by HC, JST, School Business Manager and the schools Eco Group. The project has been split into 3 key areas of Behaviour, Experience and Premises. A lot of work is ongoing across all these areas, from taking part in the Eco Fair with St Luke's Church, through more outdoor learning and the children learning how to make compost, to raising awareness of solar panels and smart meters and engaging the children in understanding how the school buildings work. (Full details of all the work being undertaken is available in the Sustainability Action plan on GovernorHub).

**Q** – What can Governors do to provide support to this project, particularly from a premises perspective?

**A** – There are longer-term projects that Premises Committee can support on, such as reducing the carbon intensity of the school, for example currently only about 1/3 of the school's roof is covered in photovoltaic panels, which could be increased. More work could also be done on monitoring water usage and the issue of the building overheating could be addressed by increasing shading on the sides. However, the capital cost of undertaking some of this work is significant and sources of funding, bidding opportunities etc. will need to be explored, so this is another way in which Governors could help. Short term it is about children learning about the grounds and owning them and this is being done through things like the development of the compost and wildlife areas, as well as the woodland tree planting & the plans for espaliering of the fruit trees on the walls and the children identifying and labelling trees in the grounds.

**Action – Environmental Sustainability Funding to be an agenda item next Premises Committee – 09.02.23 (HC).**

In relation to the Learning and Teaching – Spiritual Vision and Priorities, BR gave a brief update on the recent meeting with the 3 churches about the expected SIAMs review (within the next 6 months). A lot of work is ongoing with the 3 churches and will be captured and summarised in a report to the next Pastoral & Kairos Committee (08.03.23) to ensure that everyone has a clear picture of what is happening and is able to deliver a consistent message about it.

**Q** – You talked about capturing the existing work going on but was there any work done on identifying any gaps that might exist?

**A** – Not so much talk about gaps, but there was discussion about the opportunities that are currently being presented, particularly in relation to the 2 relatively new vicars and the different views, ideas, and perspectives they can bring.

## **7. HEADTEACHER'S REPORT (JST)**

The full Headteacher's Report is available on GovernorHub with the red content showing what is new for the Spring Term.

JST reported that pupil numbers continue to rise - currently 395 on roll (census shows an average of 390) generating an additional £67k of income. When compared across the borough the total on roll figures are very good (only 25 under full capacity), especially as this is largely the result of one particular year group that was significantly affected by COVID and Brexit, with families moving out of London and abroad.

### **7.1 Strike Action**

01.02.23 is the first day of strike action by teachers. Owing to 12 teachers being out on strike and 2 more with childcare issues because of strike action at other schools, it has been decided to close the school. Support staff without childcare issues are still expected to come in to school. Both the Governing Board and the school have tried to remain neutral in all dealings and communications about the strike and the focus has been solely on this one day of strike action and should not be seen as a precedent for any future strike days.

### **7.2 Autumn SIP Report**

IH noted that the Autumn SIP had been covered in detail at the Curriculum & Standards meeting. Given this, the fact that the report is largely backward looking, a SIP visit is due shortly which will provide a new report, it was decided not to discuss this report further at this meeting.

### 7.3 Parent and Ofsted Staff Surveys

IH noted for the record that whilst both surveys are currently in process, the results are not yet ready to be shared but will come back to committee in due course.

**Action – Parent and Ofsted Staff Surveys to be agenda items for next FGB (18.05.23) and addressed in committee before then.**

### 7.4 SEND Update

JST confirmed the SEND update had been covered in her earlier reports (available of GovernorHub). IH thanked VP for his work as the SEND Link Governor over the last couple of years and thanked AH for agreeing to take over this role from VP.

**Action – AH to replace VP as SEND Link Governor – GovernorHub to be updated (NC).**

### 8. Safeguarding Report

JST gave a brief update on the Online Safety Policy and confirmed that it had been approved by Pastoral & Kairos Committee and will be launched on Online Safety Day (07.02.23).

**Action – JST to launch Online Safety Policy on Online Safety Day (07.02.23).**

IH and MH to arrange Spring Term Safeguarding Governor visit with JST which will be child focused this term.

**Action – IH & MH complete Spring Term Safeguarding Governor Visit before end of term (31.03.23).**

### DECISIONS/REPORTS

#### 9. KING'S WORKING GROUP (LS)

LS reported that as it would not be possible to make all the necessary changes needed to change the school's name before the King's coronation (06.05.23), it had been decided that the official name change to The King's School would be the start of the next academic year (September 2023) with the celebratory event, hopefully with a royalty in attendance, at the end of the next academic year (July 2024). Invite to be sent to the Palace to see if a see if royal attendance is possible.

**Action – LS & MM to send invite to the Palace and update next FGB (18.05.23).**

Although not officially changing the school's name from the date of the coronation, it was decided that a formal announcement about the name change would be made at the school's coronation event and that this should include the launch of the new logo etc. Other decisions taken included:

- The new school uniform will be available for the new academic year, but in recognition of both sustainability and the current cost of living crisis there will be no expectation or requirement for parents to buy new uniforms (other than for the new reception cohort). The school colour will remain red and the stitching etc. will remain as close as possible to the current uniform so that it will not be obvious which uniform is being worn.
- Representative sports teams will have new kits with The King's School logo on to be clear that they are representing The King's School once the school's name has been changed. Costings for the reprinting of the gazebos that the school takes to events will also be obtained.
- All school signage will be changed over the summer holidays ready for the new academic year.
- The school website will be left as is, as far as possible, although the URL will need to be changed.

FGB agreed the timescales proposed by LS. IH confirmed that the processes to make the necessary changes to the instruments of governance, PSA change to constitution, notification to LA etc are in hand, as well as steps needed to make the other relevant notifications to Get Information about Schools, Ofsted, the Web etc.

**Action – IH to notify interested parties about the agreed timescale for the name change to The King's School by the end of the term (31.03.23)**

IH and LS to discuss further ways in which FGB could offer support to this project when they meet on 03.02.23. LS asked Governors to send her ideas for the project's fundraising drive and to think about the communication message and approach they wished to take with the various school communities and interested parties.

**Action – All Governors to send ideas and thoughts on this to LS & MM by end of term (31.03.23)**

IH asked LS to draw up a communications strategy for this project, including the mechanism by which Governors will be kept updated on developments between FGBs.

**Action – LS to draw up communication strategy for The King's working group project (31.03.23).**

LS showed FGB a range of suggested designs for the new logo of The King's School (available on GovernorHub), split between traditional (very similar to the current design) and more contemporary. Governors shared their initial preferences, and it was decided that LS and JST would arrange for one of each design to be worked up in more detail for sharing and voting on by governors by end of February.

**Action – LS & JST to present two designs for voting on by Governors by 28.02.23.**

**10. PUPIL MOBILITY WORKING GROUP (BR)**

It was agreed that BR would provide an update on the plans for discussions with parents about their options when pupils were leaving the school and moving to secondary school at the next FGB. IH requested that in the interim BR kept FGB updated on key developments and dates via GovernorHub.

**Action – BR to update Governors Pupil Mobility Working Group at the next FGB (18.05.23) and in the interim keep FGB updated via GovernorHub.**

**11. FINANCE REPORT (MO)**

**11.1 School's Financial Values Standard (SFVS)**

MO confirmed that the SFVS was available on GovernorHub and asked FGB to delegate authority for this to be completed by the Finance Committee in the usual way. FGB agreed to this request.

**Action – MO to arrange for Finance Committee to complete the SFVS by 31.03.23 deadline.**

**11.2 Budget Plan monitoring**

MO reported that the forecast for the outturn continues to worsen, with the school now forecasting a deficit of £160k, £20k worse than last time. This change has occurred because of increased support staff costs, higher levels of need for children, additional agency costs and the teachers' pay settlement. Additional costs have been slightly offset by donations of £19k and £9k of settlement money for Ukrainian refugees.

**11.3 5-year review**

This piece of work was completed by SBM Andy Rooney (AR) looking at the last 5 years finances (full report available on GovernorHub). It showed that the first 4 years of the last 5 had netted out at zero, but that last year the school entered the 'perfect storm' of the lowest pupil numbers for years coupled with the highest level of need, particularly unfunded need. On the positive side, rising pupil numbers and increased funding will give the school an additional £140k next year, although it should also be noted that all other costs are rising, and potential increased salary costs for teachers are not yet known.

**Action – Budget to be agenda item on next FGB (18.05.23)**

**Q** – Locality reserves section in the report is interesting, were we surprised by that?

**A** – Yes. Locality reserves show that the school is bang in the middle when anecdotally had always been told we were a lot better off than other schools. There is some comfort in knowing that we are far from the worse and it does mean that other schools will face issues before us, and we may be able to learn from their experience.

**Q** – Do we know why we were able to get such strong donations in 2017/18 and whether there is any way of replicating that?

**A** – Unfortunately not, income in that year reflected specific big bids from RNST for particular schemes e.g., the playground area and also reflects the fact that PSA income was much healthier before COVID.

IH extended an open invitation to all Governors to attend the next Finance Committee meeting on 23.03.23 where the budget would be discussed.

**12. Report from Premises Committee on Year 5 and 6 Category A Trips (HC)**

HC reported that this information was not yet available, and it was agreed to carry the item forward to next FGB (18.05.23).

**Action – Premises Committee Report on Year 5 and 6 Category A trips to be item on next FGB (HC).**

**13. Proposed offer list for Reception starters in September (in criteria order) (JST)**

JST confirmed that reception starter numbers were not yet available as applications only closed on 15.01.23.

**Action – JST to update all Governors via GovernorHub noticeboard once this information is available.**

**14. PHASE REPORT (VP and JST)**

**14.1 Phase Reports from Autumn Term Visits**

Full details of the Autumn Term phase visits are available in the Curriculum & Standards minutes on GovernorHub. VP reported that generally, things are going well, and a lot of good work was being done across each of the phases. The next set of phase visits will aim to be more flexible to meet Governors' needs and timetables, thereby giving more Governors more opportunity to attend classes. The system of having a particular focus for the visits e.g., AFL, SEN & inclusion etc., will continue as this has worked well.

**15. EQUALITY & DIVERSITY UPDATE (LS)**

JST reported that the Diversity Action Group needed reinvigorating and the intention was to do this when working on the next steps of pupil voice and racial justice, together with more work with parents on inclusion. The current project of multilingualism had focused on getting families who speak other languages to write prayers and greetings in these languages to be displayed and used in the school and in worship and there had been good levels of participation in this.

**Action – JST & LS to arrange for Equality Statement on the school's website to be updated by the end of term (31.03.23).**

**16. DOWNES' PROPOSAL (HC)**

As agreed at the last FGB meeting AR, School Business Manager, had approached the Downes about the price they were prepared to pay for the land, and they have offered £65k for the larger piece of land. Local estate agents have all said that it is impossible to value the land and it is just a case of what someone is prepared to pay for it.

Since the last FGB meeting further potential complications around the ownership of the land had come to light which raised questions about whether the school would ultimately gain any financial benefit from selling it. Further work to clarify this will need to be undertaken before any decision can be made on taking this forward.

**Action – HC to update next FGB (18.05.23).**

**17. GOVERNING BOARD COMMITTEE REPORTS**

Only the Finance and Curriculum & Standards Committees had met since the last FGB meeting (08.12.22). The minutes for these meetings are available on GovernorHub and all the key points had been covered in the meeting.

**STATUTORY**

**18. GOVERNING BOARD ADMINISTRATION**

IH noted that all Declarations of Interest are up to date and confirmed that all new appointment updates will be made on GovernorHub, the school's website and Get information about schools etc.

**Action – IH to organise necessary appointment updates.**

**19. GOVERNING BOARD STRATEGY**

**19.1 Policy Updates**

As it had not been possible for Pay & Personnel and Pastoral & Kairos policies to be updated for this FGB, it was agreed to carry this item forward to the next FGB.

**Action – updated Pay & Personnel and Pastoral & Kairos policies to be carried forward to next FGB.**

**19.2 Governor Training Update**

In view of the short time since the last FGB very little additional training had taken place. AH confirmed that she had completed her new governor training provided by Achieving for Children (AfC) and MI stated that he would be attending Safeguarding Children Online training on 23.02.23.

IH reiterated the importance of the Governing Board undertaking a skills audit as soon as possible to ensure that any skills gaps being created by the change of Governors could be identified and met through training or the recruitment process.

**Action – Governors' skills audit to be undertaken as soon as possible.**

**20. ANY OTHER BUSINESS**

There were no other items of business.

IH took the time to thank JST once again for her valued service to the school and JF said that she felt a key message from this evening's meeting was the importance of embracing change.

**21. DATE AND TIME OF NEXT MEETING**

The next FGB will be held on **Thursday 18 May 2023 at 7.00pm** at the school.



**SUMMARY OF ACTIONS AGREED AT FGB MEETING 31 JANUARY 2023**

No.	Agenda item	Action	Who	Date
1.	3.	IH to complete her parts of Ofsted Crib Sheet by end of February 2023.	IH & VP	28.02.23
2.	5.	IH to notify Governors of JST resignation announcement date.	IH	ASAP once known
3.	5.	IH to notify Diocese, LA, and Schools HR of need for new Headteacher appointment panel.	IH	03.02.23
4.	5.	Expressions of interest in being part of Headteacher appointments panel to be sent to IH by 01.02.23.	All Governors	01.02.23
5.	5.	IH to set up Headteacher appointments panel and notify all Governors via GovernorHub.	IH	06.02.23
6.	5.	IH to set up complaints panel for Headteacher recruitment process and notify all Governors via GovernorHub.	IH	10.02.23
7.	6.2	JST to update SEF RAG ratings before next SIP meeting on 10.02.23.	JST	10.02.23
8.	6.3	Environmental Sustainability Funding – agenda item for Premises Committee (09.02.23)	HC	09.02.23
9.	7.3	Parent and Ofsted Staff Surveys – agenda item for next FGB (18.05.23)	IH	18.05.23
10.	7.4	AH to replace VP as SEND Link Governor & GovernorHub to be updated.	NC	10.02.23
11.	8.	JST to launch Online Safety Policy on Online Safety Day (07.02.23)	JST	07.02.23
12.	8.	IH & MH to complete Safeguarding Governor visit by end of Spring Term (31.03.23)	IH, MH & JST	31.03.23
13.	9.	LS & MM to send invite to Palace for celebratory event to mark school name change to The King’s School.	LS & MM	18.05.23
14.	9.	IH to notify interested parties of the agreed timescale for the change to The King’s School.	IH	31.03.23
15.	9.	All Governors to send ideas for fundraising drive and communications strategy to LS & MM.	All Governors	31.03.23
16.	9.	LS to draw up Communications Strategy for The King’s Working Group Project.	LS	31.03.23
17.	9.	Two designs for The King’s School logo to be presented to Governors for voting	LS & JST	28.02.23
18.	10.	BR to provide report from Pupil Mobility Working Group to next FGB and in the interim keep FGB updated via GovernorHub.	BR	18.05.23
19.	11.1	MO to arrange for SFVS to be completed by Finance Committee.	MO	31.03.23
20.	11.3	Budget to be agenda item on next FGB	MO	18.05.23
21.	12.	Premises Committee report on Year 5 & 6 Category A trip to be carried forward to next FGB.	HC	18.05.23
22.	13.	JST to provide all Governors with updated proposed offer list for reception starters via GovernorHub.	JST	Once available

23.	15.	Update the Equality Statement on the school's website.	LS & JST	31.03.23
24.	16.	HC to update FGB on Downes' Proposal.	HC	18.05.23
25.	18.	School website, GIAS, GovernorHub to be updated to reflect new appointments.	IH, NC & JST	10.02.23
26.	19.1	Updated P&P and P&K policies to be carried forward to next FGB.	BR & MM	18.05.23
27.	19.2	Governors' skills audit to be completed.	All Governors	31.03.23