



Bushmead Primary School Governing Board

APPROVED

FULL GOVERNING BOARD MEETING

Tuesday 24th February 2026 at 6.30pm

MINUTES

Present: Catherine Johnson (CJ) (chair), Jodie Flowerday (JF – Vice Chair), Stephen Down (SD - Headteacher), Alison Blacow (AB), Sharon Case (SC), Caroline Fawcett (CF), Claire Porteous (CP) and Carl Sequeira (CS).

Also Present: Tracey Crawshaw (Camclerk), Michelle Moore (MM - Associate member), Emma Perry (EP – Associate member).

	Item	Action/Agreement
1.	<p>Welcome and apologies for absence.</p> <p>The meeting was quorate with 8/9 governors present.</p> <p>The Chair welcomed everyone to the meeting and the meeting started at 6.30pm.</p> <p>Apologies for absence were received from: Maureen Plowman (MP).</p> <p>No apologies received: None</p> <p>Apologies received from non-governors: None</p>	<p>AGREED: Apologies for absence MP</p>
2.	<p>Declarations of interest</p> <p>JF declared an interest as family member is the Evergreens Manager.</p>	
3.	<p>Governor Business</p> <p>Governing Body Vacancies</p> <p>Parent Governor vacancy.</p> <p>There were 2 nominations received for the parent governor vacancy. One candidate has withdrawn meaning that Shannen Grace (SG) has been appointed as the Parent Governor from 23rd February 2026 and will join the C&S committee.</p> <p>Co-opted Governor Vacancy</p> <p>Anthony R (AR) has been nominated for the Co-opted governor vacancy; he is also a parent at the school. He will join the F&SS</p>	<p>AGREED: Appointment of AR as Co-opted governor, SG as Parent Governor (23rd February 2026) and MM as an</p>

	<p>Associate Members</p> <p>Associate members are invited for their skills as part of the committee meetings. They are also invited to FGB meetings as they have a wider insight of the school. They do not have any voting rights on the committees.</p> <p>MM's term expired on the 11th February 2026.</p> <p>Governing Board Effectiveness (Governing Board>effectiveness) (JF).</p> <ul style="list-style-type: none"> - The audit has shown that we are green for every area. - Within the experience and confidence section there are 4 areas to consider training: Chairing Boards (this would be for anyone with a personal interest in either board or committee chair) Suspensions and Exclusions (Full board training has been given and it is confidence which is only gained from attending panels) Managing performance (Staff and Headteacher Performance) Recruitment <p>Q – Do we meet the requirements for safer recruitment training.</p> <p>A – One trained member is required per panel. The Headteacher is always on the panels and is safer recruitment trained. AB and CJ have undertaken the governor training and JF has undertaken work-based training.</p>	<p>Associate Member to the F&SS committee with no voting rights.</p> <p>Action 18: GB effectiveness and confidence to come back to next meeting. To include a deep dive into data and actions from effectiveness audit.</p>
<p>4.</p>	<p><i>Minutes of the Previous Meeting and Matters Arising</i></p> <p>12th December 2025</p> <p>The Minutes of the meeting held on the 12th December 2025 were accepted as a true and accurate record with minor amendments.</p> <p><i>Actions arising</i></p> <p><i>Action 10: Governing Board Effectiveness to be completed by all governors. Completed.</i></p> <p><i>Action 11: Head and Chair to create commitment sheet for governors so prospective governors know the expectations of the role. Completed.</i></p> <p><i>Action 12: Clerk to coordinate with the Headteacher to ensure all governors have completed the MyConcern training. Closed as new action created.</i></p> <p><i>Action 13: Head to deliver training on new OFSTED framework to governors within this academic year. Completed. Agenda item for this meeting.</i></p> <p><i>Action 14: SIP 2025-26 updated to be circulated before Christmas. Completed</i></p> <p><i>Action 15: JF to look at weaker actions on governor section of</i></p>	<p>APPROVED: Minutes of the meeting held on 12th December 2025</p> <p>Action 19: MP to complete MyConcern training.</p>

	<p><i>SEF and any relevant training. Completed. See item 3.</i></p> <p><i>Action 16: CJ to see 2 x anonymised records of incidents for children not collected. Ongoing. To be completed as part of Headteacher and chair meeting on Friday 27th February 2026.</i></p> <p><i>Action 17: Clerk to consider items for governor reference folder on GovernorHub. Completed.</i></p>	
<p>5.</p>	<p>Head Teachers Update including targets</p> <p>Head Teachers Report (on GovernorHub).</p> <p>Governors acknowledged that they have read the Headteachers report and governors asked the following questions:</p> <p>Q – Attendance, is it the first time the information has been presented by class.</p> <p>A – Yes, governors asked for the information to be presented by class.</p> <p>Q – Beech class has the lowest attendance is there a reason for this is it due to illness.</p> <p>A – Emotional Based School avoidance (EBSA) of 2 pupils is impacting attendance in that class.</p> <p>Q – Do you have any concerns about the attendance figures.</p> <p>A – The Headteacher noted that his concerns are around Ofsted and the way attendance figures are part of the report card. National attendance figures are 95.4%. If we take out EBSA numbers and those on reduced timetables our attendance figure is 95%. Guidance has been sought from Sue Bowman (School Improvement Advisor) who recently led an Ofsted briefing if we can remove the figures.</p> <p>Q – Have Ofsted they accepted this in the past.</p> <p>A – We have not achieved national attendance figures for any inspection, but we have been able to give reasons and a narrative around the figures and we have not been penalised. Governors where shown an example report card for Ofsted and the current attendance figures would fit into attention needed.</p> <p>Q – Looking at Key Stage 1 girls they have better attendance and in the higher years boys have higher attendance.</p> <p>A – Yes, that is the case.</p> <p>Q – Are there more Pupil Premium (PP) pupils in Beech class.</p> <p>A – There are on average 13-14 PP pupils in Key Stage 2 classes, but there less in Key Stage 1.</p> <p>Q – Is there any more that can be done to understand</p>	<p>Action 20:</p> <p>Attendance data to include a total category and trends over 3 years.</p>

	<p>attendance.</p> <p>A – The data and be look at to identify families or individuals. Support can include using Evergreens such as a parent of a child with 75% attendance, their support includes the use of Evergreens. We take action when attendance is under 90%. A judgement call is made for attendance from 90-95%, if a child has been off ill for 2 and we are aware of the illness we may not call them regarding the attendance figure.</p> <p>Q – What is difference between late and absent.</p> <p>A – The difference is 0.3%, there are 2 types of late marks, late (after gates close) until 9 am or unauthorised late anything after 9 am. Marked as unauthorised (late absent, so is an absentee even though the pupil is in school.</p> <p>Q – How do other schools mark their late pupils.</p> <p>A – Other local schools use anything between 9.15-9.30am for unauthorised late marks. We can't fine for parents for just being late, they have to be unauthorised lates for the Local Authority (LA) to take the fines to court.</p> <p>Q – Do fines have an impact.</p> <p>A – There has to be 7 unauthorised absences in a 6 week period and then parents can be fined and we do. LA take the parents to court and it does work for some. Is only 0.3% and is part of the story for Ofsted. Our aim is to have attendance above 95%, Once we have clarity on EBSA and part time timetable pupils Ofsted will listen to story of our school.</p> <p>Q – When you put the information in for a fine do you know if it is actively progressed.</p> <p>A – Yes, we get the outcome.</p> <p>Governors noted that the school offer really good support, to families and we need to work with new framework to improve attendance.</p> <p>Q – Can we not show and demonstrate what we are doing to support families.</p> <p>A – Yes we can show what we are doing but what we don't yet know is if it is enough for Ofsted.</p> <p>Q – Is there are there a list of children we are targeting to improve attendance.</p> <p>A – Yes, we have a spreadsheet which is reviewed every week. An anonymised version can be generated for governors.</p> <p>Q – How much is authorised verses unauthorised.</p> <p>A – There are more authorised than unauthorised attendances. Before we send fine information we look at is it just sickness as children can be absent with illnesses and</p>	
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	<p>sickness absence over 3 years.</p> <p>Q – What support have the LA given us or guidance.</p> <p>A – We follow the LA 3 letter guidance and the letters are personalised to Bushmead. The guidance is limited and the work is done withing the school such as meetings and informing parents how important attendance is. This includes laying out how much the maximum consequence could be if they are fined of £2,500.</p> <p>Q – Do we use any incentives for attendance.</p> <p>A – From experience incentives target the wrong people as we have tried in past. You can incentivise the children, but it impacts them if they are ill so they lose out. It doesn't if the parents are not on board.</p> <p>Q – Do parents of children with 50% attendance work the system.</p> <p>A – No generally not, if you fine the parents it makes no difference. They are genuinely wanting to improve their child's attendance but just can't maintain what is needed.</p> <p>Q – Can you give a larger window for the children to come into school. Are families being put off by queuing.</p> <p>A – We previously had a 15 minute window and a 5 minute window and it was still the same people who were late.</p> <p>A parent governor shared their experience of options to support children who want to avoid the crowds in the playground to support children's needs.</p> <p>The Headteacher is aware of unauthorised absences and lateness and supports where possible. When the Headteacher arrived at the school 33% of pupils took their birthday off, this has moved on and the figure is a lot lower, but he still has conversations with parents around children taking birthdays off.</p> <p>Q – There is 1 fixed term exclusion, is it a child who has had an exclusion before.</p> <p>A – Yes it is a child who has been excluded before.</p> <p>Q – There have been 2 discriminatory incidents.</p> <p>A – One was a natural age-related question about the colour of a child's skin but it has to be recorded and parents spoken with. A sexually discriminatory word was used against a boy and a conversation was held with the parents. The have no repeats and everything is recorded on MyConcern.</p> <p>Q – It is good to see the attainment grids. Is it usual for the Autumn results to be lower than the end of the year before.</p> <p>A – Yes, this is normal due to stepping up in the autumn term, there is an increase during the spring term up and an acceleration in summer term.</p>	
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	<p>Q – Are there any differences, or challenges in different classes in a year group.</p> <p>A – In Year 1 and Year 5 there are differences between the classes. Both classes have been observed and it is not the teaching it is the mix of classes which has created disaffected learners.</p> <p>Q – Have any changes been made?</p> <p>A – Year 1 have more support being put in place in one of the classes and Year 5 have adapted support to meet the needs of the children.</p> <p>Q – Does Age Related Expectations include Greater depth</p> <p>A – Age Related Expectations and above. Greater Depth is those at Greater Depth.</p> <p>Q – When are next assessments scheduled for.</p> <p>A – They were scheduled for the 24th March 2026.</p> <p>Ofsted</p> <p>Governors were shown the new Ofsted including the different elements of the school gradings. Safeguarding is now marked as met or not met.</p> <p>The Headteacher has attended an Ofsted briefing provided by the LA. EP, E Ritchie and the Headteacher are attending a few days training from an independent advisor.</p> <p>The focus is on strong foundations and are they in place. Inspectors will pause at the door, look for the foundations to be in place such as are pupils sat correctly and holding their pencil correctly.</p> <p>Inspections will be the same as previously with learning walks, with the option to send a member of staff with them and you can tailor who you send. If they're in Early Years then send the Early Years lead to explain what they are seeing. There is less focus on subject leadership and they are looking at the broader curriculum in the classroom.</p> <p>During the last inspection the Headteacher was in his office; under the new inspections Headteachers are able to be with the inspectors.</p> <p>The plan is to take our time to understand the changes and go allow EP, E Ritchie to establish their roles and we need to learn about the hoops in place. By then end of this academic year everything regarding in the new framework will be in place. The school is currently in a good position.</p> <p>Focus areas for inspections will be what are our vulnerable groups are and how we are tailoring the teaching to meet the needs of the children. Such as Early Years, Writing, what intervention used, group work with teacher, who are target children in the intervention group, what are we doing to bring every child up if needed. This approach does take the focus off</p>	<p>Action 21: July FGB to see a Bushmead school</p>
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	<p>the most able which is a difficult balance.</p> <p>Q – Are we going to implement the Ofsted changes at same time or will it be phased through.</p> <p>A – The current focus is on attendance, looking at data but also having conversations with parents. The next part will be vulnerable groups and what they are, we are working on those, to identify children with teachers and there is a Continued Professional Development (CPD) meeting scheduled in 2 weeks for this. The curriculum is in place and there may be another action plan. The expectation is that we are not going to find big chunky areas to change but there will be adaptations.</p> <p>Q – Is there a new SEF or SIP framework.</p> <p>A – They are not a requirement, but why would you not want them. The documents will have a new framework as the SEF is lifted directly from framework with evidence.</p> <p>Q – Do we need to be stepping back from the focus on subjects or do we need to look at monitoring.</p> <p>A – The inspectors will be looking at the wider curriculum and we need to keep the focus. We might want to think about areas of focus such as behaviour and attitudes. We have time as the inspection probably won't be for another 18 months so we have time to make the changes.</p>	<p>version of the score card to ensure that by the end of year the framework is in place for the next academic year including the SIP & SEF.</p>
<p>6.</p>	<p>Safeguarding Update (Headteacher)</p> <p>Safeguarding Wheel – Whistleblowing Policy</p> <p>The Whistleblowing policy is a statutory document that everyone in the school community must have sight of. We have a physical policy on back of toilet doors and it is in the staff code of conduct.</p> <p>My Concern Training</p> <p>Not used as discussed in item 4.</p>	
<p>7.</p>	<p>Wellbeing</p> <p>General Update</p> <p>Wellbeing is generally good across the school. There are some issues around decreasing numbers of staff and ever-increasing amounts of work. We have implemented different ways of managing key children to support workload of staff. We are having basic good manners focus (assembly topic this week). There was a feeling by some of the Learning Support Assistants (LSAs) that rudeness is increasing and impacting on wellness.</p> <p>Q – Can you explain the decreasing staff numbers.</p> <p>A – We have not had any staff leave but it is the way we are using staff. For example an EHCP child away or specialist provision is pulling a child away from the class for a good reason. But it means children left in the classroom have</p>	

	<p>less support.</p> <p>There has been an increase in mental health concerns, with home situations with a small element at school concerns for a few members of staff. The staff are being supporting including those who may signed off work. This does have a ripple effect on others; there are no specific concerns but we are aware of effects and we are working hard to support staff where needed.</p> <p>Q – Has there been a financial impact.</p> <p>A – No as we have been able to cover staff absences internally.</p> <p>Q – Are there charities who can support such as talking therapy.</p> <p>A – The LA provide a 24/7 support line which all staff automatically have the right to it. The Headteacher is aware of staff members who have used the support line.</p>	<p>Action 22: Headteacher to share with governors and all staff the 24/7 support line information.</p>
<p>8.</p>	<p>Committee Updates / Actions Carried Over</p> <p>a) Curriculum and Standards Committee (CS) (minutes on GovernorHub) –</p> <p>Key points of meeting 13th January 2026</p> <ul style="list-style-type: none"> - Election of Vice chair (CF) - English monitoring update and link governor for English appointed. - Preparation for updated presentation of data for governors including SEND assessment data. <p>Q – Is there another governor coving English monitoring as the previous governor resigned.</p> <p>A – Yes, CF undertook a Writing monitoring visit on 13th February 2026 and English will be discussed at the C&S meeting on the 3rd March 2026. Phonics and Writing will be monitored by the C&S committee during the summer term.</p> <p>b) Finance, Premises and Personnel Committee (JF) (minutes not yet available) –</p> <p>Key points of meeting 27th January 2026.</p> <ul style="list-style-type: none"> - Agree to reintroduce Financial Procedure Guide - Discussion and challenge of the budget. - Lettings Polices agreed. - Parental contributions discussed. <p>Focus for next meeting Budget, including pupil figures and before/after school club.</p> <ul style="list-style-type: none"> - Schools Financial Value Standards (SFVS) has been submitted (submission date 31st March 2026). 	
<p>9.</p>	<p>School Improvement Plan (SIP) 2025-26 (standing item)</p> <ul style="list-style-type: none"> - The SIP has not been updated as we are behind with pupil progress meetings, half took place before half term and the rest this half term. The focus is to make sure EP and E 	

	<p>Ritche spend the time getting the pupil progress meetings right which is why they are not yet finished. The pupil progress meetings will dictate changes to the SIP. The new Ofsted framework will also need to be included in the changes.</p> <ul style="list-style-type: none"> - The SIP will remain the same as nothing will be removed, there will be tweaks and small changes. - EP has been working on adaptive planning with Alison the schools SEND Advisor and Craig Duncan the school LA Primary Advisor. Adaptive planning provides opportunities for disadvantaged pupils and is another layer of support we can embed. 	
10.	<p>Training and Development</p> <p>a) Plan for FGB training 2025-26 & b) Latest training taken by governors with key points discussed.</p> <p>CJ has undertaken Managing Allegations and Concerns training that was updated on the 26th January 2026</p> <p>CJ attended the Heads and Chairs briefing with a focus on cybersecurity (27th January 2026).</p> <p>All governors have been asked to watch the Termly Tip on assurance (available on GovernorHub).</p> <p>SC new governor training booked for 24th March 2026. CF attended the new governor training on the 20th October 2025.</p>	
11.	<p>Governor Link Visits and LA Visits</p> <p>Monitoring schedule</p> <ul style="list-style-type: none"> - CF undertook a Writing monitoring visit on 12th February 2026. Phonics will be monitored by the C&S committee. - AB undertook a Maths monitoring visit on 12th February 2026, science monitoring visit on 24th November 2025 and Teaching and Learning on 5th December 2025. The reports are on GovernorHub. - CS to undertake Sports and PE monitoring visit. - JF to undertake Treehouse monitoring visit this term and SEND. - CP to undertake a monitoring visit on Forest School this term. - CJ has a Pupil Premium monitoring visit scheduled for 18th March 2026 - MP to undertake a monitoring visit on Wellbeing this term, - MP to undertake a monitoring visit on Attendance this term. CJ undertook the visit last term (17th December 2026) - Training and development – JF to book in. <p>Q – During the Maths monitoring visit when the Year 4</p>	<p>Action 23: CJ to speak with MP regarding Attendance Monitoring Visit</p> <p>Action 24: CP to send CJ the Behaviour Principles for the school website.</p>

	<p>children finished their work they read, is that what you would expect or are there standard activities after work is finished.</p> <p>A – We have looked at what happens at beginning of each lesson with each key stage, but we have not yet looked at ending. The expectation is that children to do something productive which is to be linked to learning.</p> <p>AB noted that the Maths lead is new to the role and is looking at ideas and learning walks as part of fact finding. They are being supported by a senior leader as this is their first time leading big subject.</p>	
<p>12.</p>	<p>Policies to Review:</p> <p>Statutory Polices</p> <ul style="list-style-type: none"> • Exclusion Policy <p>The policy was not available for this meeting and will be discussed at the FGB meeting on 24th March 2026.</p> <p>Non-Statutory Policies</p> <ul style="list-style-type: none"> • Alternative Provision Policy <p>The policy was not discussed at the FPP on 27th January 2026 as it is currently not finalised.</p> <ul style="list-style-type: none"> • Evergreens <p>Q – Do parents have to call in if their child is not attending Evergreens and they are booked in.</p> <p>A – The spaces are booked online and if the child is not attending Evergreens parent should inform Evergreens and absences to the school office do not transfer across.</p> <p>Q – Does evergreens have their own accident book.</p> <p>A – No they use the school systems and use the first aid tablet.</p> <ul style="list-style-type: none"> • Whistle Blowing Policy <p>Discussed in item 6.</p> <ul style="list-style-type: none"> • Parent Complaint Policy <p>The policy is not yet available, The chair and Headteacher are reviewing parental conduct. The school staff are very good at diffusing difficult situations but there have been situations recently that have been verging on abusive. The Senior Leadership Team (SLT) have spoken to those concerned and dealt with the behaviours. Parental behaviour is loosely covered by the Behaviour Policy.</p> <p>Q – Is there a model policy for parental behaviour.</p> <p>A – There are polices available from other schools and these are being considered.</p> <p>Review information demonstrating compliance with the</p>	<p>APPROVED:</p> <p>Evergreens Policy, Whistleblowing Policy and Public Sector Equality Duty on the school website.</p> <p>Action 25: Exclusions Policy to be discussed at FGB on 24th March 2026.</p> <p>Action 26: Parental complaints/behaviour Policy to be discussed at 19th May FGB meeting.</p>

	<p>Public Sector Equality Duty</p> <p>Compliance with the Public Sector Equality Duty came out of the website monitoring audit and now has its own page on the school website.</p>	
13.	<p>Approve Term dates 2027/28</p> <p>Not used as information is yet to be provided by the LA.</p>	
14.	<p>Updates from clerk</p> <ul style="list-style-type: none"> - Parent kind flier (on GovernorHub) - Cybersecurity information from the IT service (on GovernorHub) - SEND White paper information from NGA (on GovernorHub) 	
15.	<p>Any other business:</p> <ul style="list-style-type: none"> - Three-year strategy comes to an end this year and we need to complete a new one. 	<p>Action 27: FGB meeting to discuss three-year strategy. To go through each section to ensure it is in line with Ofsted framework.</p>
16.	<p>Consider impact of meeting</p> <ul style="list-style-type: none"> - Governor recruitment and appointments of new governors. - Maintain SIP & SEF for this year and review framework for next year in light of OFSTED - Updates to attendance reporting have supported discussions. - Review of data on the governing board effectiveness tool on GovernorHub and to undertake a deeper dive into areas of confidence. 	
17.	<p>Date of next FGB meetings</p> <p>Tuesday 24th March 2026 6.30pm at the school</p>	
	<p>The meeting closed at 8.20pm</p>	

Agreed as an accurate record.

Signed: Cat Johnson

Date: 24th March 2026

ACTION GRID

Item	Action	Deadline	Responsibility
3	Action 16: CJ to see 2 x anonymised records of incidents for children not collected.	ASAP	Chair
3	Action 18: GB effectiveness and confidence to come back to next meeting. To include a deep dive into data and actions from effectiveness audit.	24 th March 2026	Clerk/JF
4	Action 19: MP to complete MyConcern training.	ASAP	MP/CJ
5	Action 20: Attendance data to include a total category and trends over 3 years.	24 th March 2026	Head
5	Action 21: July FGB to see a Bushmead school version of the score card to ensure that by the end of year the framework is in place for the next academic year including the SIP & SEF.	July 2026	Head
7	Action 22: Headteacher to share with governors and all staff the 24/7 support line information.	ASAP	Head
11	Action 23: CJ to speak with MP regarding Attendance Monitoring Visit	ASAP	CJ
11	Action 24: CP to send CJ the Behaviour Principles for the school website.	ASAP	CP/CJ
11	Action 25: Exclusions Policy to be discussed at FGB on 24 th March 2026.	24 th March 2026	Clerk/Head
11	Action 26: Parental complaints/behaviour Policy to be discussed at 19 th May FGB meeting.	19 th May 2026	Head
17	Action 27: 24 th March 2026 FGB meeting to discuss three-year strategy. To go through each section to ensure it is in line with Ofsted framework.	24 th March 2026	Chair