

**Lenham Primary School  
Full Governing Board Meeting  
held in the school  
17<sup>th</sup> March 2026 at 5pm**



**MINUTES**

**Governors:** Andrea McCluskey (Headteacher), Ceri Norey (Chair of Governors), Richard Westcott (Vice-Chair), Ian Overhead, Vicky Travis, David Garland, David Penny, Fiona Armstrong

**In Attendance:** Nicki Cox (TEP Governance Professional/Clerk) **Apologies Received**

| Item              | Purpose   | Action   |
|-------------------|---|----------|
| <b>Procedural</b> |   |          |
| 1                 | <p><b>Welcome Apologies Quorum</b></p> <p><b>a) To welcome Governors to the FGB meeting:</b><br/>The Chair of Governors welcomed attendees to the Term 4 FGB.</p> <p><b>b) To consider apologies for absence:</b><br/>Apologies had been received from Teresa Sweetland who was going away the following day.<br/>The Clerk had made apologies as her daughter had possible meningitis symptoms and had been advised to obtain anti-biotics, within a six-hour window.<br/>Apologies have also been received from Teresa Thompson.<br/><b>Governors accepted apologies.</b></p> <p><b>c) To confirm the meeting is quorate:</b><br/>The meeting was confirmed as being quorate.</p> | DECISION |
| 2                 | <p><b>Declaration of Business Interests</b></p> <p><b>a) To declare any business interests related to agenda items, including any that arise during the meeting:</b><br/>There were no interests declared against any agenda item.</p>  |          |
| 3                 | <p><b>Minutes of the Previous FGB Meeting</b></p> <p><b>a) FGB minutes of 13<sup>th</sup> January 2026 to be approved by the Governing Board and signed by the Chair:</b><br/>Minutes had been shared before the meeting and were confirmed as being a true reflection.</p>   | DECISION |

*Ceri Norey*

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|                           |  | <p><b>All Governors Approved.</b></p> <p><b>b) To receive an update on agreed actions from the previous meeting:</b><br/>Please refer to the table set out below the minutes.</p> <p><b>c) Matters not pertinent to this business meeting will be carried forward to the next agenda:</b><br/>All matters were dealt with throughout the course of the meeting.</p>  |          |
| <b>Governance</b>         |  |  |          |
| 4                         | <b>Board Constitution and Membership</b> | <p><b>a) Update on Governor Vacancies, to include update on Parent Governor Election:</b><br/>This had been previously discussed within action points below the minutes; A Co-Opted Governor who had stepped away from the role, due to ill health was hoping to return. It may be necessary to appoint him as an Associate Governor, meaning that he would not have voting rights.</p>  |          |
| 5                         | <b>Governor Compliance</b>               | <p><b>a) Review Governor training needs and any induction plans arising from the Skills Audit:</b><br/>This had been previously discussed. A Governor had undertaken Governor school Finance training and would circulate slides once received.</p> <p><b>b) Safeguarding Training:</b><br/>Please refer to the table below the minutes.</p> <p><b>c) Prevent Training:</b><br/>Please refer to the table below the minutes.</p>   | ACTION   |
| 6                         | <b>Governor Monitoring</b>               | <p><b>a) Report on any Monitoring:</b><br/>Governors were asked to write reports for any monitoring undertaken and forward to the Clerk and HT.<br/>A Governor had written a summarised report template. The summary was useful; everyone should have completed their reports by the time Governors met, after Easter. This would then be shared with the wider Governing Board. The Chair of Governors would liaise with the HT. The Clerk would add as an agenda item to the Term 5 meeting.</p> | ACTION   |
| <b>School Improvement</b> |  |  |          |
| 7                         | <b>Strategic Leadership</b>              | <p><b>a) School Improvement/Development Plan:</b><br/>The plan had been shared before the meeting. Governors accepted the plan and its updates.</p> <p><b>b) Review School Self-Evaluation Form (SEF):</b><br/>This would be shared before the end of the academic year.</p> <p><b>c) Review Staff Structure:</b><br/>This had been previously discussed.</p> <p><b>All Governors Approved.</b></p>  | DECISION |

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| 8 | <b>Headteacher Report</b> | <p><b>a) To Receive a Written Report, to Include:</b></p> <p><i>The report had been shared with Governors in advance of the meeting:</i></p> <p><b>Data:</b></p> <p>65% combined was the target for every class. It was probable that national for Year 6's would rise to 65% at some point, meaning that 35% of the class was not of the age-appropriate standard. Covid-19 had seen a switch in mindset from the focus being on attainment, to progress. Even though the school could demonstrate progress, it did not result in necessarily having 65% combined. Focus had reverted to attainment. Every teacher had been told that 65% was the aim for their performance management. Some classes only had 10% which was approximately three pupils. The school was being aspirational. If Year 4 finished the year at 65%, there would be expectation that the Year 5 class teacher increased the figure. SEMH (Social Emotional Mental Health) had been reported on; there was a pocket of pupils, mainly of those in Year 3, with the most significant needs, who were mostly working at the same ability and who struggled with independence. It would be important to consider what may occur in classes without TAs. It was easy to offer support to five pupils with one adult supervising. Pupils were required to take responsibility for their learning and ask for help when needed. Work on phonics was underway, and they were improving gross motor skills, to enhance muscles. The focus was on independence, with the school striving to break the pattern of heavy reliance on assistance. Although white paper was only in consultation currently, if proposed changes within were approved, the SENCOs workload would become paperwork heavy, lessening her availability to work with groups of children. The aim was to ensure success in the classroom for these pupils, alongside their peers. The HT had instructed the SENCO that pupils should be working independently by Term 6.</p> <p>The school teamed up with Highworth Grammar School, as had been the case last year, to assist in supporting the school with art; they have some art specialists, which resulted in some lovely art being created around the school. The school had also teamed up with them for science, with the subject being a focus for OFSTED. There would be greater emphasis on classroom focused activities.</p> <p>Recent white paper updates were out for consultation. The HT was worried about the financial implications the proposed changes would have, as well as the amount of paperwork it would create. ISPs (Individual School Plan) sounded similar to EHCPs (Educational Health Care Plans) in terms of paperwork; however, these were not legally binding. EHCP annual reviews were time consuming; meetings with parents were required. With the inclusion of any other pupil with a need, it would be a high number of children. Overall feeling was that the proposed changes would not be positive and may result in children not being put on the SEN register, due to the high level of work involved.</p> <p><b>September 2026 Admissions:</b></p> <p>Numbers have not yet been confirmed. 84 families had listed the school as either first, second, third or fourth preference, 39 had put the school as first choice; it was highly likely they would be full, which would be fantastic!</p> <p><b><i>The following questions had been raised by Governors in advance of the meeting:</i></b></p> |  |
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- ***Have we provided or received any further feedback from the Harrietsham peer review exercise? What have they learnt from Lenham?***

The DHT (Deputy Headteacher) was set to leave Harrietsham and therefore a planned meeting review had been postponed. The HT will seek to rearrange, having found the experience beneficial. Harrietsham spend a huge amount of their sports premium funding on OPAL (Outdoor Play and Learning). It had been useful to compare. The HT had visited each classroom as well. Harrietsham's English Lead had visited the school last week and had been unable to identify those pupils with SEN, which was a real positive.

- ***Is the school still needing to secure funding in order to purchase books for the 'Diversity and Well-being' library? What additional support is required to make progress?***

The school had funded this. Everything else had come from social groups and was based on staff that we have, delivering on it.

- ***The Acorns class that supports the 5 pupils with significant barriers to learning sounds brilliant, if resource intensive. It could well be the direction government want schools to go down, as indicated by their recent SEND white paper. However, from what was mentioned in the HT-report, it doesn't look like this initiative at Lenham can be supported in the same way from September 2026.***

With recent uplifts, a TA salary was circa £26,000, pro-rata. The HT was unsure as to how to best meets the needs of the pupils. It was hoped that the Acorns approach would allow them to become independent and then focus could shift to getting them into the classroom and maintaining that independence. TAs would receive further independent learning training, to ensure it was at the forefront of their minds; it was important that built independence was maintained.

- ***Are both the HLTA and TA currently supporting this, leaving the school? Or are they going to be used elsewhere from September? Given the 'Acorns' approach has only been started in January, is it possible for the school to undertake a more detailed review later in the summer term to assess the possible outcomes/benefits of this approach? Can lessons be learnt and shared for this approach? Are benefits measurable and do they extend beyond the 5 pupils in the group?***

The HLTA (Higher Level Teaching Assistant) was due to leave, there would not be two HLTAs the following year. The HT was unsure with regards to the other TA, who was currently working alongside a pupil with an EHCP. Typically, funds received were not enough to pay the staff salary.

- ***Finally, just wanted to say a massive thank you for taking the small group of children to the Young Voices concert in London on the 23<sup>rd</sup> February. It was a fantastic experience for both of our girls, the other children and parents alike - memories that will last a lifetime! It couldn't have been done without the dedication and willingness of you, the staff and volunteers - so thank you.***

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|   |         | Attendance data was good. There was nothing to report, further to what was detailed within the HT report.  |          |
| 9 | Finance | <p><b>a) Receive Update from FWG, to include Budget Monitoring/Review:</b></p> <p>The 11-month monitoring had been shared before the meeting. A Finance Governor gave an overview as follows:</p> <p>A Finance Governor had detailed the 10-month monitoring. 11-month monitoring had been shared. The Risk register had gone to FWG. This was linked to the school plan and tied to any possible financial risks.</p> <p>The FWG had gone through each line of monitoring to discuss the variances against each of the budgeted lines.</p> <p>The expected outturn at the bottom of the report showed that there was a predicted rollover of £132,000.</p> <p>The previous year's roll-over was £157,000.</p> <p>A deficit had been anticipated; the school was in a better financial position than had been hoped. Predicted roll-over was originally £107,000.</p> <p>There were reasons behind the improved picture; plenty of fund raising had taken place, donations had been sought; this had helped bridge the gaps in areas that the school had invested in, such as laptops. The school had been successful in their community funding bid for £9,000. The period in which it could be received was up until August; it would likely not be received in the current financial year.</p> <p>The school had been running a deficit, the HT and SLT (Senior Leadership Team) had put some thought into staffing levels, particularly support staff levels, and there would quite important decisions coming up in the next few months around how we support a more sustainable teaching structure going forward.</p> <p>Budget closedown was due to take place on 14<sup>th</sup> April and will be brought to the Term 5 FGB for full Governing Board approval. Budget setting was planned for 23<sup>rd</sup> and 27<sup>th</sup> April.</p> <p>The HT asked Governors whether they accepted January's monitoring, which had been shared before the meeting.</p> <p>The HT asked Governors whether they accepted February's monitoring, which had been analysed thoroughly in the FWG meeting, and a brief overview had been provided.</p> <p><b><i>Predicted Roll-Over: £132,035</i></b></p> <p><b>All Governors Approved.</b></p> <p><b>b) Finance Monitoring Paperwork:</b></p> <p>Please see above.</p> <p><b>c) Financial Risk Register:</b></p> | DECISION |



|    |                                       |   |          |
|----|---------------------------------------|---|----------|
|    |                                       | <p>Governors were asked whether they accepted the staffing structure.</p> <p><b>All Governors Approved.</b></p> <p><b>f) SFVS (Schools Financial Value Services):</b></p> <p>The document assisted in notifying Governors of how finances were spent and allowing them to ensure that the school was financially solvent; There were many questions, the document would likely not have changed much from the previous year. Usual processes would see the document taken discussed at FWG, then brought to the FGB, to receive full Governing Board approval, prior to its submission to the LA (Local Authority) before 31<sup>st</sup> March. The document was not ready for the meeting. The SBM (School Business Manager) would share it with the Chair of Governors, who would circulate the document with the FWG, in the first instance and if they were happy with the contents, it would be shared with all, for full Governing Board approval.</p> <p><b>g) Start work on budget:</b></p> <p>The start of budget setting was underway; however, it was important to carry out closedown of the current financial year, first.</p> <p>The Health &amp; Safety Governor had spoken with a Health &amp; Safety executive, who had provided a check list of items that they would expect to see on an annual audit. This would be carried out after closedown had taken place and would be an annual event. The last walk around highlighted a few minor issues that were being rectified. An asbestos survey will be carried out. <b>A Governor asked whether there was a specific time of the year that we need to do that audit?</b> It would be set up to ensure it takes place at the same time every year. A full audit would take around 2-3 hours. Walkabouts would go to the FWG, and the full audit would come to FGB.</p> | DECISION |
| 10 | <b>Curriculum Working Group (CWG)</b> | <p><b>a) Update from CWG:</b></p> <p>Progress of the 36 facts with the multiplication times table check was assessed. Art books were also looked at. Some questions that the CWG had were only pertinent to Year 4 and so this was the year group assessed. Presentation and handwriting were then discussed. Presentation peacocks were popular amongst pupils. Data across the school was also dissected, Attendance had also been discussed. Dates for future CWG meetings would be shared.</p>  |          |
| 11 | <b>Safeguarding</b>                   | <p><b>a) Any Safeguarding Updates:</b></p> <p>This had been reported in within the HT report.</p> <p><b>b) Single Central Record Check:</b></p> <p>This was confirmed as being up to date.</p>  |          |
| 12 | <b>Policy Review and Approval</b>     | <p>a) Children with Health Needs:<br/><b>All Governors Approved</b></p>   | DECISION |

|                                   |  |   |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |
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|                                   |  | <p>b) ECT:<br/><b>All Governors Approved</b></p> <p>c) Looked After Children:<br/><b>All Governors Approved</b></p> <p>d) Protection of Bio-Metric Information:<br/><b>All Governors Approved</b></p> <p>e) Supporting Pupils with Medical Needs:<br/><b>All Governors Approved</b></p> <p>The RSE policy would be ratified at the Term 5 meeting; there were two lessons that parents could withdraw Year 5 and 6 pupils from.</p> | <p>DECISION</p> <p>DECISION</p> <p>DECISION</p> <p>DECISION</p> <p>ACTION</p> |             |             |                                  |                            |                                  |                                   |                      |                                |  |
| <b>13</b>                         | <b>Governor Development</b>            | <p><b>a) To receive key items from the monthly TEP bulletin:</b><br/>This was noted. Governors were reminded to read the bulletin, when received.</p> <p><b>b) Governor Training:</b><br/>Those Governors who were still required to undertake safeguarding and prevent training, should seek to undertake as soon as possible.</p>   |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |
| <b>14</b>                         | <b>Chair's Actions/ Correspondence</b> | <p><b>a) Chair advises on any actions and any correspondence received:</b><br/>There had been no correspondence received.</p>   |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |
| <b>15</b>                         | <b>Any Other Urgent Business</b>       | <p><b>a) To receive any other business:</b><br/>A Governor enquired as to whether parents evening was well-attended.</p> <p>98% of parents had made appointments. There were approximately 10 data sheets that were not completed. The HT had not looked at exact statistics.</p>   |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |
| <b>16</b>                         | <b>Confidentiality</b>                 | <p><b>a) Determine and agree which items are Confidential:</b><br/>Please refer to the Confidential Minutes.</p>  |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |
| <b>17</b>                         | <b>Date of next meetings</b>           | <p><b>2025-26 FGB Meeting Dates:</b></p> <table border="0"> <tr> <td><b>FGB:</b></td> <td><b>FWG:</b></td> <td><b>CWG:</b></td> </tr> <tr> <td>12<sup>th</sup> May 2026 at 5pm</td> <td>5<sup>th</sup> May at 3pm</td> <td>28<sup>th</sup> April at 1.30pm</td> </tr> <tr> <td>14<sup>th</sup> July 2026 at 5pm</td> <td>6<sup>th</sup> July</td> <td>9<sup>th</sup> June at 1.30pm</td> </tr> </table>                             | <b>FGB:</b>   | <b>FWG:</b> | <b>CWG:</b> | 12 <sup>th</sup> May 2026 at 5pm | 5 <sup>th</sup> May at 3pm | 28 <sup>th</sup> April at 1.30pm | 14 <sup>th</sup> July 2026 at 5pm | 6 <sup>th</sup> July | 9 <sup>th</sup> June at 1.30pm |  |
| <b>FGB:</b>                       | <b>FWG:</b>                            | <b>CWG:</b>   |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |
| 12 <sup>th</sup> May 2026 at 5pm  | 5 <sup>th</sup> May at 3pm             | 28 <sup>th</sup> April at 1.30pm  |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |
| 14 <sup>th</sup> July 2026 at 5pm | 6 <sup>th</sup> July                   | 9 <sup>th</sup> June at 1.30pm  |   |             |             |                                  |                            |                                  |                                   |                      |                                |  |

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**Action Points from Meeting held on 13<sup>th</sup> January 2026**

| Agenda Item | Action  | Responsible       | Actioned   |
|-------------|---|-------------------|--|
| 4a          | Advertise Parent Governor vacancy   | HT                | Actioned – there had been an applicant, who was a teacher and had been chartered accountant; finance skills would be extremely useful. The HT and CofG would make contact. The FWG meets at 3pm, it should be established whether the applicant could attend the meetings. |
| 5a          | Collate Skills Audits results   | CofG              | This would be carried over. Some of the audits were in a different format.   |
| 5b/c        | Carry out safeguarding & prevent training   | Those outstanding | Done SG – only had from – AM, IO, TS<br>Prevent – only had from AM, VT, DP   |
| 6a          | Write up monitoring reports   | CofG/IO           | The HT asked for reports as soon as possible. The CWG wished to analyse  |
| 7a          | Inform Clerk of FWG updates. To be circulated to Governors, including budget monitoring | CofG              | This had been shared with Governors  |
| 7a          | Carry out benchmarking  | FWG               | On agenda  |
| 7c          | Review insurance arrangements – Term 4 agenda   | FWG/Clerk         | On agenda  |
| 9a          | Financial Risk Register – Term 4 agenda   | FWG/Clerk         | On agenda  |
| 15a         | Share questions used at Victoria Road monitoring sessions with CofG                     | GS                | Actioned   |

**Action Points from Meeting held on 17<sup>th</sup> March 2026**

| Agenda Item | Action                            | Responsible | Actioned |
|-------------|-----------------------------------|-------------|----------|
| 4a prev     | Advertise Parent Governor vacancy | HT          |          |
| 5a prev     | Collate Skills Audits results     | CofG        |          |
| 6a prev     | Write up monitoring reports       | CofG/IO     |          |

|     |                                 |          |  |
|-----|---------------------------------|----------|--|
| 5a  | Share finance training slides   | DG       |  |
| 12a | Add RSE Policy to Term 5 agenda | Clerk/HT |  |

Signature:



Date: 12<sup>th</sup> May 2026