



AUTUMN TERM (2) 2025 MEETING OF THE FULL GOVERNING BODY

MINUTES

Date Wednesday 10th December 2025
 Time 18.30
 Place Holmer Green Senior School

PRESENT: Tony Green (TG) – Chair
 Paul Davies (PD) – Vice Chair
 Ed Hillyard (EH) – Headteacher
 Claire Asare-Archer (CAA)
 Jeremy Hunt (JH)
 Susan Latham-Lewis (SLL)
 Steve Pilgrim (SP)
 Victoria Strutt (VS)

IN ATTENDANCE: Sian Beswick (SB) Director of Finance & Resources
 Laura Foster (LF) Deputy Headteacher
 Lynda Jackson (LJ) Director of Compliance & HR
 Jenny Knight (JK) Governance Professional
 Sarah Lary (SL) Senior Deputy Headteacher
 Sarah Towers (ST) Deputy Headteacher
 Alan Wooller (AW) Deputy Headteacher

APOLOGIES Beccy Roberts, Melissa Miller, Kirsty de Groot, Paula Myburgh, Roy Kamp

NOT PRESENT: None

Action Support Challenge

Governors’ questions are highlighted in *italics* throughout these minutes.

Item	Discussions and Decisions Made	Actions
1	Welcome and apologies for absence <ul style="list-style-type: none"> TG welcomed everyone to the meeting. Apologies were accepted from Beccy Roberts, Melissa Miller, Kirsty de Groot, Roy Kamp and Paula Myburgh. 	
2	Notification of Any Other Business <ul style="list-style-type: none"> Examinations Malpractice Policy 	
3	Declarations of Interest against this agenda There were no declarations of interest, either new or against items on this agenda.	
4	Minutes of the FGB Meeting held 8 October 2025 and Matters Arising <ul style="list-style-type: none"> Governors approved the October Minutes as an accurate record. 	

Item	Discussions and Decisions Made	Actions
	<p>Actions and Matters Arising</p> <ul style="list-style-type: none"> • All complete or covered in this meeting. • Action Log: This is being revamped for the new year, following Browne Jacobson complaints training. EH to share at the next meeting – this will be more detailed and will track complaint themes and stages. <p>Q – Regarding Item 8 – How matters are communicated with parents: How is this done as I have not seen anything this term?</p> <p>A – This is put on the website. EH to add to the next newsletter.</p> <p>Q - Do you track milestones and response times?</p> <p>A – Yes, trying to build this in. Sometimes the parameters change during the course of a complaint.</p> <p>Q – The Complaints policy is on this agenda. Will there be further changes as a result of the training?</p> <p>A – The policy is fine legally but a revised version will be brought following the course to ensure everything is picked up.</p>	EH
5	<p>Governor Membership</p> <p>Re-election of BR and JH</p> <p>Governors were happy to recommend BR and JH for re-election at the Members’ AGM on 17th December.</p> <p>Member Vacancies</p> <p>GD is retiring from being a Member. Two new Members are needed – recommendations/suggestions required from Governors. The workload is not onerous.</p>	Govs
6	Strategic Planning	
6.1	<p>Report of Student Management Team</p> <ul style="list-style-type: none"> • The report had been circulated. Students were not present due to mock exams. • EH updated Governors that two of the senior students have Cambridge interviews in the coming week. Governors wished them well for these and thanked them for their report. • Governors remarked that the Sixth Form students spoke very eloquently at the open evening. 	
6.2	<p>Approval Academy Accounts</p> <p>SP reported:</p>	

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	<ul style="list-style-type: none"> • The presentation took place between the new auditors and the FPH&S Committee. The auditors were happy with the virtually clean audit – just a couple of minor points. • Governors thanked SB and the Finance team for their huge efforts here. • Governors approved the accounts. 	
<p>6.3</p>	<p>Disadvantage Report</p> <p>The Disadvantage/PP Statement had been circulated. BR was not present but had visited the school on 24 November. IDSR data at the time showed:</p> <ul style="list-style-type: none"> • Attendance of Disadvantaged students was above national average. • Disadvantaged students' Attainment 8 was above national average for last year, but the gap appears to be widening with non-disadvantaged peers, especially in Science and Humanities. • More data is due on Monday for a current picture. <p>Governors and School thanked BR for her report.</p>	
<p>6.4</p>	<p>Report of Headteacher and SEF</p> <p>The report had been circulated in a new format based on the updated Ofsted framework. EH highlighted:</p> <ul style="list-style-type: none"> • Page 2 will be updated following inspection. The score card will be clearer after this. • Page 2 – Where we think we are at, in terms of the score card: Safeguarding met. Inclusion: Strong standard. Curriculum & teaching: Hoping to push to strong standard for February. Achievement: Expected standard. Attendance & behaviour: Strong standard but collecting evidence for this. Post-16: Expected standard with national averages. Leadership & Governance: Strong standard. • Page 3 – Point 9 is not Ofsted but due to Governor request to respond about the implementation of the mobile phone policy. Phone confiscations have gone down from 100 in the summer term to 15 in autumn 1, 11 autumn 2. One of these won't get the phone back until February. Students were reminded they are in the last two-week period before end of term and this would be the sanction. • Page 14: Low-level concerns number reported – figure to date is 5 (sent to EH to deal with). This will be included going forward. • Page 18: To make the report more useful, previous years' data has been included to enable patterns to be seen, plus targets. • PASS survey page 22: National survey done for schools that buy into it, giving a percentile score among these schools. 50 questions are answered within 9 areas. HGSS comes out positively for 8 of these. Response to curriculum demands is being worked on, as this came out only as moderate. 	

Item	Discussions and Decisions Made	Actions
	<p>Q – Are the mobile phone confiscations from repeat offenders? A – No.</p> <p>Q – Has the parental approach changed? A – Some are anxious about the perception of safety, but they tend to understand the position after conversations are held.</p> <p>Q – What is the category of students that mostly breach it? A – No, they come from across the board, but perhaps the older year groups are more likely.</p> <p>Q – On page 14, items highlighted in yellow: Should be green? A – Agreed, will change.</p> <p>Q – Can you give further detail on the staffing issues? A – Long-term sickness in RS has been a challenge. There is a cover teacher with an RS background.</p> <p>Q – Page 19 – The Behaviour policy has been reviewed in the last 12 months so this needs updating. A – Agreed, will change.</p> <p>Q – GDPR data breaches: When was the breach mentioned and should this have been brought up at the FPH&S meeting on 25 November? A – JK to put as standing item on FPH&S agenda. EH to confirm date of breach.</p> <p>Q – H&S RIDDOR Incidents since last report – Says Yes. When was this? Should this have been brought up at the FPH&S meeting on 25 November? A – Agreed, will check and confirm. JK to add as a standing item for FPH&S.</p> <p>Q – Page 29: Health & Wellbeing numbers – mental wellbeing has gone up. Is there a worsening trend here, or is it something specific? A – There is a worsening trend, plus one member of staff that is pushing the number up significantly. There is a greater level of workplace stress. We are actively supporting staff with this, particularly those at the early stage of their careers – but in general, staff do seem to be finding it more stressful. The staff survey is done around Mocks time, which is the biggest marking load in the year. There is only so much that can be done to mitigate this. The Teachers Pay & Conditions document asks them to ‘get the job done’, recognising different rhythms to the year. There are further avenues to support staff through difficult times. Mental health problems are for a variety of reasons, including e.g. bereavement. Workload has not significantly increased. Staff survey looks at wellbeing and workload. In the summer when Y11 and Y13 go, teachers are not being asked to teach additional periods. They also have an additional week at half term and training days. We do want a healthy workforce.</p>	<p>EH</p> <p>EH</p> <p>EH/JK</p> <p>EH/JK</p>

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	<p>Q – Page 10, point 14: Attendance for SEN students has improved but this figure looks too high?</p> <p>A – Yes, EH will correct this, but it is above national.</p> <p>Q – Is 51 attendance contracts a good or bad number?</p> <p>A – Good. The first 4-5 weeks is persistent absence from last year. However, we don't have a benchmark. We have hit attendance hard and early. We are comfortable that we have met the right students and families at this point.</p> <p>Q – Teachers are spending less time dealing with distractions. What things are being removed from them?</p> <p>A – We run a centralised detention system. We take on a lot of the parental conversations – but this takes a skillset away from the parents. It's about the balance between workload and skills with parents/relationships. We have got rid of draconian marking policies. Instead there is verbal feedback in the classroom as well as set marking policies, use of Copilot and online homeworks which are self-marked.</p> <p>Q – Regarding parents evening structure: When will the redesign of this be complete?</p> <p>A – 1265 hours of work for teachers per year is available. We have to make everything fit within this. We hit it exactly with only one parent evening per year. If we have two, we have to find staff time from somewhere else. Sometimes separated parents end up with 22 appointments for one child and others struggle to get any appointments. We have created a cap on appointments per child and then release further appointments after a week if they haven't been booked up. We can't run two parents evenings especially for some departments, such as RS with its staffing issues. We could extend the length of the parents evenings by an hour, but staff have to be back in the next morning. We will survey parents at the end of the year to see how this has worked.</p> <p>Governors recognised the preparation work that teachers have to put in prior to a parents evening, to know what to say about each student within just a five minute slot.</p> <p>Q – Have we been sent a link to the IDSR (Inspection Data Summary Report)? Was this included in the Ofsted training? It is important going into the Ofsted window that we have a sound understanding of potential queries.</p> <p>A – Inspectors have last year's data. It has been released three times this year; the last release was yesterday. There will be four further releases before we have a full inspection document; many sections don't have the data for last academic year. Once we have a complete IDSR we will bring it here, summarised.</p> <p>EH to update p.7 item 1.1 to 'further develop' a culture of safeguarding.</p>	<p>EH</p> <p>EH</p>

Item	Discussions and Decisions Made	Actions
6.5	<p>Teaching Staff Appraisal</p> <ul style="list-style-type: none"> The Performance Related Pay Progression had been circulated, having previously been considered by the FPH&S Committee. EH outlined the appraisal process. The summary shows the number of staff in each of the pay groups and the % of staff that have and haven't progressed. The higher % that haven't progressed is due to them being at the top of their pay scale. Governors approved the document. 	
6.6	<p>Site Update</p> <p>The report had been circulated and questions were invited.</p> <p>Q – Are the new company guaranteeing a full complement of staff, even if there is sickness?</p> <p>A – We don't yet know if the current cleaners want to continue, so there is no guarantee of a full complement. The new company feels they are on track to have enough, but they do other schools in the area so they can pull across if necessary. A deep clean will be done 4 days during the Christmas holidays.</p> <p>Q - What is the cost of the heating pipe expansion?</p> <p>A - £78k</p>	
6.7	<p>Annual Trips Report</p> <p>The report had been circulated. LJ highlighted that this is a good marketing opportunity.</p> <p>Q – It is good that it shows the number of spaces made available and taken up. What is the theory on why they are not all fully subscribed?</p> <p>A – Cost is having a massive impact for parents. Our trips used to be oversubscribed but prices have gone up, especially coaches, and parents are finding it hard. The ski trip is with a coach; it would be too costly to fly. However, we still think it is worthwhile to offer these sorts of trips. We want to be able to say that all students have benefited from certain trips that they might not have experienced otherwise.</p> <p>Q – How can the school increase the number of vulnerable pupils accessing these opportunities?</p> <p>A – It is about marketing them with the children. Some don't attend for a range of reasons: Some do them outside school anyway. Sometimes it makes going home harder. Year 11 intervention is the most well attended. AW tracks participation and knows which students haven't attended and will try to encourage them. Parents evenings are an opportunity to discuss involvement with the parents and carers of disadvantaged students.</p>	

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	<p>Q – Parents of SEND students want more time at parents evening. Can questions be got to the teachers by other methods?</p> <p>A – EHCP reviews take a lot of additional time for these students already.</p> <p>Q – Regarding last year’s dates on the trip document: is this correct?</p> <p>A – Yes, this is to show roughly what happens when, so parents can plan.</p> <p>Q – In relation to the toolkit definition of vulnerable pupils, are there pupils who attended these trips who are defined as vulnerable but are not eligible for the PP grant?</p> <p>A – Yes, probably. We are tracking slightly differently this year so we know more now, including which students that are known to social care etc.</p>	
6.8	<p>Management Accounts</p> <p>The management reports had been circulated. SB highlighted:</p> <ul style="list-style-type: none"> • 2024-25: In-year surplus of £131k, which is £160k better than projected. Energy cost increases were not as high; pensions savings of £170k were from staff opting out of the scheme. School invested in wireless access points, CCTV upgrade, flooring and interactive boards. • This year an in-year deficit of £275k is projected. £15k of that is on revenue items: School needs to look at income and cost of salaries out. The rest is on improvements and capital investment: £259k deficit includes spend on roof replacement (£21k CIF contribution), £78k on pipes, £125k on air conditioning and heating, new staff laptops £23k, upgrading further flooring £22k. • £220k on the science lab upgrade will not now happen as the Wolfson grant was unsuccessful, so this has been taken out and is being reassessed. • A condition survey being done in spring to understand essential repairs and maintenance over next five years. • Two CIF bids are underway: 1) Boilers and radiators £180k = 25% contribution (bid unsuccessful last year). If this is not successful school will have to put in significant amounts to upgrade these as they are near the end of life. 2) Re-roofing of the tower block. 	
6.9	<p>Risk Register</p> <p>The current risk register had been circulated having been reviewed by the FPH&S Committee. SB highlighted minor changes from previous version.</p> <p>Q – Some of the implication and contingency plan boxes are not populated. Should they be?</p> <p>A – Will consider and fill in the contingency plans.</p>	SB

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7	COMMITTEE REPORTS	
7.1	HR Panels, Complaints and Student Discipline Committees None have taken place. Updated action log will come to next meeting.	EH
7.2	Finance, Premises, Health & Safety The Minutes of the meeting held on 26 November 2025 had been circulated. There were no questions.	
8	LINK GOVERNOR AND VISIT REPORTS	
8.1	Chair Nothing to report.	
8.2	Development GB Effectiveness Tool on GovernorHub Still to be completed by CAA, KdG, MM, PM, SP, BR Companies House ID Verification Chaser sent. Still to be completed by CAA, KdG, MM, PM, SP and BR.	Govs listed Govs listed
8.3	Safeguarding MM had circulated a visit report today and invited questions by email. PD thanked MM for her useful report. EH confirmed the numbers missing on page 1: 2 CP cases, 6 CLA students.	
8.4	SEND PD had circulated a visit report and highlighted: <ul style="list-style-type: none"> The pending EHCPs situation has not changed. Hopeful that the new Ofsted framework will mean more attention on SEND and external support. Since the last report, one staff member has been recruited (a former pupil who has worked here previously as a LSA) and there is one vacancy following an unsuccessful round of applications. EH thanked PD for his report.	
8.5	Disadvantaged, CLA BR had circulated a visit report. There were no questions but EH thanked BR and all Governors for the effort that goes into these reports.	
8.6	Careers BR had circulated a visit report. There were no questions. EH highlighted the huge emphasis now on work placements for students. There are legal and resource issues with this.	

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8.7	<p>Attendance and Behaviour VS met with LF on Monday. Report to come for next meeting.</p>	VS
8.8	<p>Governor Day Feedback</p> <ul style="list-style-type: none"> Feedback from the 10 October 2025 session had been circulated. TG thanked those able to attend. The next one is 14 January with a focus on Science. Governors to let JK know if they can attend. <p>Q – Under Student Voice – achievement points ‘I am not interested in them’: How can we make them interested?</p> <p>A – There is a gap between what teenagers say and what they feel. Most people like an acknowledgement that they have done well. Year 11 are very keen to get achievement points. Culture of positivity is being built with calls made home for those who have done well. Wonder wall in the canteen; trying to make it more ‘cool’ to be achieving. This is now embedded – we are sticking at the 1:6 or 1:5 ratio of achievement to behaviour points.</p>	Govs
9	ANNUAL REVIEWS AND COMPLIANCE	
9.1	<p>Equalities and Cohesion The policy had been circulated.</p> <p>Q – Page 1 Annual Equality and Equality Objectives published: Where and from when?</p> <p>A – These are on the website in the ‘About Us’ section. This has to be done once a year.</p> <p>Q – Page 5: Increase attainment in certain subjects but not ICT. Why are these subjects chosen and why not ICT in this modern world?</p> <p>A – These are the areas we said we would focus on from GCSE results in the summer.</p> <p>The policy was approved.</p>	
9.2	<p>Conduct & Discipline The policy had been circulated. Model policy, adjusted as a result of feedback from a member of staff going through informal action.</p>	
9.3	<p>Conflict of Interest (Exams) The policy had been circulated. There were no comments.</p>	
9.4	<p>Equalities (Exams) The policy had been circulated.</p>	

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	<p>Q – Regarding Mock exams – how has the new structure performed? A – Five students have one-to-one provision according to their EHCPs. All others are in the sports hall. It was an amazing set-up, and feedback has been great on organisation and logistics – far smoother. There were only two dissenting voices of students. They were talked through and supported through it with their parents.</p> <p>A Governor commented that, having seen it, this was a massive improvement and more of a real-world experience. EH commented that, in the summer with the old method, school ran out of rooms to accommodate everyone. This was not sustainable and there were not enough staff to cover. Students not sitting exams had to be re-located, losing minutes of class time, so there is a benefit to all in the new system. Student voice will be taken on this, once exams are complete.</p>	
9.5	<p>Curriculum, Teaching, Learning, Assessment and Feedback (CTLAF) The policy had been circulated. Page 2 – MFL addition re. allocation of French/Spanish at the end of the year. Word missing to be added (after ‘this’).</p>	EH
9.6	<p>Complaints The policy had been circulated. To be brought back in February, redrafted.</p> <ul style="list-style-type: none"> • Face-to-face contact to be included in the Aims. • Page 11 – Resolving complaints: Move apology to the top of the list. 	EH EH
10	<p>Headteacher’s Performance Management This took place on 30 September 2025.</p>	
11	<p>Open Evening Parent Survey and Action Plan The document had been shared. EH highlighted:</p> <ul style="list-style-type: none"> • This was for Current Year 6 thinking about joining school. Proposed changes following feedback: <ul style="list-style-type: none"> ○ Next year the event timing will be moved to 4-7.30pm to see more of the site in daylight. ○ Dates will be moved as they were felt to be too close to the 11+ exam results. ○ Residents will be given reminders of the dates. • Requests were made for a small number of open mornings, but school does not feel it has capacity to do this. <p>Q – Are open day dates coordinated with other secondaries? A - Yes – they have been put in for next year without conflicts.</p>	
12	<p>Dates and Times of Meetings Next FGB meeting: Weds 4 February 2025, 6.30pm Governor Day: 14 January 2026, AM</p>	

Item	Discussions and Decisions Made	Actions
13	<p>Any Other Business</p> <p>Examinations Malpractice Policy</p> <p>The policy had been circulated on the day of the meeting. LJ outlined:</p> <ul style="list-style-type: none"> • An update was required due to changes from exam board for January BTEC exams. • Any comments to be sent over by Wednesday 17 December, 12pm. If none received, this will be taken as approved. <p>AI</p> <p><i>Q – With AI coming in, what is your strategy regarding communicating to the parents about this – not just on the website or via the student. It’s about educating the parents and telling them what students have been told about AI.</i></p> <p>A – Agreed. This will be communicated to parents.</p> <p>Formal thanks to SLL who will be speaking at the Excellence Evening tomorrow.</p> <p>The School production is on Tuesday 16th at 7pm. Governors welcome.</p> <p>TG wished everyone a good Christmas break.</p>	<p>Govs</p> <p>EH</p> <p>Govs</p>
14	<p>Evaluation of Meeting</p> <ul style="list-style-type: none"> • Governors agreed that the meeting had been conducted appropriately and effectively in terms of SIP priorities and student outcomes. 	

The meeting closed at 20.11

Minutes approved by the Governing Board:

Signed
Mr T Green – Chairman of the Board

Date