## Bridgetown Primary School (BPS)
**Byron Road, Stratford upon Avon**

# Full governing body meeting held on Monday 23rd March 2026 at 6pm in school

**Present:** Mark Szortowski (Headteacher, MS), Luke Jackson (Chair of Governors, LJ), Jess Waldron (Co-opted Governor, JW), Lindsey Flatres (LA Governor, LF), Tom Puar (Co-opted Governor, TP), Chloe Walker (Co-opted Governor, CW), Billie Stewart (Parent Governor, BS), Lara Bakewell (Parent Governor, LBK), Liz Tooze (Parent Governor, LT), Robert Kennedy (Associate Member, RK) , Larry Coleman (Associate Member, LC), Ellie Proffitt (Associate Member, EP), Dirk Dette (Associate Member, DD)

**In Attendance:** Tatum Skett (Governance Professional, TS), Hattie Osmond (Deputy Head, HO), Yacine Cathline (Inclusion Lead, YC), Sue Casey (Warwickshire governance advisor, SC)

**Apologies:** Lynne Ballinger (Co-opted Governor, LBA)

Challenges are highlighted in red; actions are in ***bold and italics***, and decisions made are in green. Actions taken within the meeting duration are added to the rolling register.

| Agenda item | Discussion | Access to papers |
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| **2.** | **Welcome and apologies**<br>The Chair welcomed governors to the meeting, which began at 6:00pm. Apologies were accepted, and this meeting was quorate throughout.<br><br>Welcome to new associate member EP and DD, as well as SC who was in attendance to observe the governing board as part of the external review of governance (ERG).<br><br>*CW joined at 6.04pm* | |
| **3.** | **Declaration of Pecuniary and Other Interests**<br>Associates were reminded to fill in individual declarations on GovernorHub profiles.<br><br>Long standing declarations are recorded under compliance on GovernorHub. | GovernorHub |
| **4.** | **Minutes of the last FGB meeting held on (accuracy and completeness) and review of Action Register**<br>Item 7 – overview of school exit interviews<br><br>Governor challenge outlined minutes were not reflective of discussions and action points from this section and amendments to be made as required.<br><br>LJ highlighted the ERG wasn't an outcome of the meeting and discussions from exit interviews. There is a further agenda item for this discussion.<br><br>It was agreed that the minutes would be amended and then approval of the minutes would take place via email following amendments within 5 working days.<br><br>• ***Induction training for new associates; CPD calendar provided by WCC.*** | GovernorHub |

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| | • ***Monitoring visit form alterations***<br>• ***Safeguarding is relevant to all monitoring, and it is important for all governors to pick up on this on visits.***<br>• ***Pupil panel held and a great opportunity to ask these questions.***<br>• ***Safeguarding questions as standing on monitoring form (three questions)***<br><br>***ACTION: BS/LJ to provide a draft visit form***<br>***ACTION: TS to send sg questions to BS and LJ***<br><br>All outstanding actions have been completed. | |
| **5.** | **Chair's Actions since the last meeting**<br><br>Chair shared the key points from the termly report, circulated in advance of the meeting.<br><br>Check in meetings with Headteacher and senior leaders continue to take place on a regular basis.<br><br>*HT appraisal and mid-term appraisals*<br>• External review conducted and outcomes were feedback to the panel.<br>• Final review scheduled for July. | |
| **6.** | **Governor Business**<br><br>*External Review of Governance*<br>Governors thanked SC for attending and conducting this review.<br>Best practice is 4–8-year window review of governance for schools.<br>The full report will be shared with the FGB.<br><br>Governors felt the external review of governance is a positive process to undergo as a board. The change in school recently hasn't given the chance to reset and the review is welcomed.<br><br>*Election and appointments*<br>A nominated was received by RK, an outline of suitability and demonstration of skill was presented to the board.<br><br>Unanimous agreement to elect RK as co-opted governor.<br><br>*Training offer*<br>• Additional in-house offer from WGS<br>• Subscription to NGA<br>• GovernorHub knowledge available to the FGB<br><br>*Marketing and publicity*<br>Back in December LJ reviewed the board effectiveness results, and it had shown a gap in this area. A consultant who has worked with other local schools has been | |

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| | proposed as a potential external resource and their details have been shared with MS. JW is happy to support on this from a governor perspective.<br><br>***ACTION: MS and JW to liaise with the external consultant on marketing review***<br><br>*Succession planning*<br>Really good positive outlook with full capacity as a board.<br>JK has shared governors to reach out individually to declare an interest in the chairs position. | |
| **7.** | **CSC**<br>Members reflected on impact from the committee meeting in January.<br><br>Positive steps:<br>• Comparability of data<br>• Spotlights on wider curriculum<br><br>Moving forward:<br>• More intervention data would be helpful<br>• Driving data feedback<br><br>*Leadership of CSC*<br>Nominations are welcome for CSC chair role. Please approach LJ to discuss further, in the first instance.<br><br>Next meeting is scheduled for 29th April.<br><br>Associates are reminded of the explicit committee link in line with terms of reference and governance guidance. | |
| **8.** | **Finance**<br>Committee feedback was shared with governors and uploaded to GovernorHub.<br><br>The current in year prediction is at a breakeven point as a result of the hard work put into the budget and finances for this school.<br><br>A significant challenge is that pupil numbers have reduced overall by approximately 10% of the school population. Whilst in year figures have improved, the out of year entries forecast a considerable overspend in future years.<br><br>The committee have reviewed lettings and capital budgets in line with inflation rises.<br><br>SLT are working on increasing pupil numbers through various channels by SLT. Calming parental concerns and increasing visibility of the school.<br><br>The WCC finance advisor has reviewed the school's budget, following this meeting and a number of suggestions were made. Our office staff have managed to reduce the deficit and subsequently increased surplus figures already. | |

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| | Governors thanked the office team for the continuous hard work and exemplary monitoring of finances displayed.<br><br>***ACTION: TP to share governor feedback with office staff*** | |
| **9.** | **Governor monitoring visits**<br><br>*Training offer*<br>WCC traded services, NGA and GovernorHub knowledge; governors to add retrospective and completed training to individual GovernorHub profiles.<br><br>*Monitoring visit feedback*<br>BS reported on the Safeguarding and attendance visit, explaining governors are rotating areas of focus on these visits with the first half term looking at online safety.<br><br>The most recent half termly visit was SCR check and safer recruitment focus. There are rigorous systems in place and data is handled appropriately in school. Reiteration the pupil panel was positive feedback on how children feel safe in school.<br><br>Is there benchmarking on attendance against other schools?<br>MS: A new government portal is available for schools' comparing data to those with a similar demographic.<br><br>Notification received by the platform used to report Safeguarding concerns outlining a system replacement and subsequent transition to MyConcern. Staff were made aware, and training has been given during briefings.<br><br>Governors were conscious of ensuring all staff are confident given a mid-year change in platforms. Staff were reminded green forms are still readily available and processed timely.<br><br>*YC left at 19:06pm*<br><br>*Curriculum*<br>LBK reported lots of positivity from pupils and staff. Hands on and practical activities were witnessed. Collaborative learning was shown through book looks and pupil engagement.<br><br>A number of actions were highlighted that SLT could address quickly to improve impact.<br><br>What is the focus moving forward for visits?<br>HO: Pupil voice planned for summer term (21st April).<br><br>Is there a policy stating when monitoring visits should be presented?<br>MS: Ideally within the next FGB meeting. | |

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| | *Culture and wellbeing*<br>The committee met recently, and the proposed dates have been received for all wellbeing activities with the first session taking place on 13th April.<br><br>The most recent staff survey is currently open and closes on 27th march. There are 12 responses so far and another reminder has been shared during the briefing. Stakeholder survey outcomes to be analysed next FGB meeting.<br><br>Governors challenged the timings of the staff surveys and ability to review outcomes in a timely manner.<br><br>The board highlighted the importance of the survey being completed, and a results summary submitted for the FGB moving forward.<br><br>Can the full survey results be shared?<br>CW: As link governors, comments are discussed with the wellbeing committee and analysed appropriately before a summary is submitted to the FGB.<br><br>Governors noted staff can quickly become disengaged with surveys if comments aren't being addressed or acknowledged.<br><br>It was confirmed to the board, link governors take this action and lead on this, relaying information to the FGB.<br><br>To what extent were actions implemented from previous surveys?<br>MS: There is lots of work on this internally.<br><br>JW added through general feedback and pulse sessions, there were a number of party discussions around this data and within the wellbeing committee meetings.<br><br>Current motions in place:<br>• Monitoring of ongoing action plan<br>• Wellbeing voice survey<br>• Whole staff survey<br><br>Moving forward:<br>• What more can the FGB do<br>• How to bridge the gap of disconnect<br><br>Members reiterated pupil numbers have dropped by 10%, if the main discussion point is staff mobility, the well-being priority should be paramount.<br><br>Do staff see an anonymised summary of the survey?<br>CW: Yes, key themes and actions are shared.<br><br>Governors shared thanks to CW and JW on the detailed wellbeing summary.<br><br>*Behaviour* | |

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| | JW reported on the most recent visit including triangulation. Pupil voice conducted with KS2 pupils who shared a great understanding of values and curriculum.<br><br>Low level disruption and supply teaching discussions highlighted the impact of consistency across the school with using the respect curriculum.<br><br>Focus for next term is comparative data and identifying any trends.<br><br>HO shared a reduction by half in the number of behaviours concerns reported internally. Suspensions have in turn significantly reduced.<br><br>Can this data be communicated to parents?<br>LJ: The school have been proactively marketing open sessions for parents to attend school.<br><br>Governors suggested sharing behaviour data with parents in an appropriate way to improve communication and disengagement. Concerns raised to governors will be referred to HO where appropriate for follow up.<br><br>*Inclusion*<br>LT looked at SEND pupil monitoring, closing gaps on the register with one-page profiles for all individuals and reviews taking place regularly. Verbal feedback to staff has been better received across the school. Concerns by parents have been addressed proactively. PP strategy statement was shared at the visit. Next steps: provision mapping progress and SEND coffee morning with parent drop-in sessions scheduled for summer term.<br><br>*Cyber-security review*<br>EP reported ensuring measures are in place to protect the school in the event of a cyber threat. A policy impact review was completed, mapping out area responsibility across the school, reviewing online platforms and internal services used. A suggestion was made to add personal device use to the policy.<br><br>Generally, cyber-security is secure at this school both physically and a digital presence fully compliant through WCC. Filtering and monitoring is in place through WCC and likewise very secure.<br><br>Cyber threats shared with governors for the school. A statement to be added to acceptable use policy for this.<br><br>Are the school happy with the recommendations?<br>MS: Absolutely, these are all in progress. | |
| **10.** | **Policies**<br>*Staff exit interview*<br>MS advised this policy has been reviewed and amendments made. | |

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| | HR advice was written submission is acceptable and commonly used with best practice to take out the timings therefore proposal to remove the 5 working days before approval.<br><br>Are governors happy to ratify this policy?<br>Unanimous agreement. | |
| **11.** | **MAT conversion**<br>This is a standing item, with discussions around joining a MAT. Not required at present however will be revisited as needed. | |
| **12.** | **Headteacher's report**<br>There has been lots of targeted work with families. An external attendance advisor audited the persistently absent pupils and identified a vast reduction in PA.<br><br>This school has made improvements since the last meeting with attendance overall.<br><br>Are there approaches that have been successful?<br>MS: The majority of improvements were made with persistently absent pupils. The next stage will be reviewing pupils who are borderline with attendance at 90-95%.<br><br>*Staff wellbeing*<br>Senior leaders taking one half day or a full day per term offsite direction. PPA working from home is offered.<br><br>*Education sufficiency report*<br>Capacity is stable for pupil admissions. Declining number of children across the local area.<br><br>*Complaints*<br>• A reduction since the autumn term.<br>• There has been one stage 2 received and this has been resolved.<br>• One stage three complaint is still underway.<br><br>Governors highlighted the DfE statement identified an increased number of direct complaints received by them.<br><br>*Ofsted*<br>This is a standing item moving forward with inspection window opening from September 2026.<br><br>Awareness of remit for governance and the core functions:<br>• that the vision, ethos and strategic direction of the school are clearly defined<br>• that the headteacher performs their responsibilities for the educational performance of the school<br>• the sound, proper and effective use of the school's financial resources<br><br>Governors felt there is a need for KPI evidence identifying areas of focus. | GovernorHub |

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| | Can you share how the SEF is reviewed and updated in line with the key objectives?<br>MS: SEF is no longer required by Ofsted however we choose to continue this. SIP details a deeper dive into these objectives and is rag rated in accordance.<br><br>Governors recognised a fundamental objective for the board is to identify any strategic narrative. A rag rated summary sheet for the SIP and SEF would be beneficial to provide in order for governors to triangulate information presented within the reports.<br><br>*IDSR*<br>The school have taken this reporting and put a plan in place to review mobility and identifying issues outlined from this data.<br>***ACTION: MS to create a SIP/SEF summary for FGB*** | |
| **13.** | **Governor shoutout**<br>Teachers and volunteers running extra-curricular clubs. | |
| **14.** | **Health and Safety**<br>Walk around scheduled for the coming weeks. Report to follow in summer term. | |
| **15.** | **Date of Next Meeting**<br>**Monday 18th May 2026.**<br><br>*All meetings take place at 6.00pm in school.* | |
| **16.** | **Any other business**<br>No update this half term.<br><br>**Confidential items – (1) and (2)**<br>*CT left at 8:20pm*<br><br>**Governors discussed items that were made confidential due to the sensitive nature and the details of this will be sent in a separate document to those in attendance.** | |

**Chair Signature: _____ Date:_____**