

FEDERAL GOVERNING BOARD MEETING

MINUTES

ISLINGTON FUTURES – FEDERATION OF COMMUNITY SCHOOLS Virtual meeting - Tuesday 15 September 2020 at 6.30pm – 8.30pm

Clerk to the Governing Board: Hilary Furey (HF)

PRESENT:

- | | |
|--------------------------------------|--|
| 1. Jill McLaughlin (JMc) | Chair of Full Governing Board |
| 2. Jo Dibb (JD) | Executive Head of Federation |
| 3. Caspar Woolley (CW) | Vice- Chair of Full Governing Board |
| 4. Amardeep Panesar (AP) | Copenhagen Headteacher |
| 5. Alan Streeter (AS) | Beacon High Headteacher |
| 6. Sarah Beagley (SB) | EGA Headteacher |
| 7. Denise McCarney (DMc) | Vittoria Headteacher |
| 8. Will Garner (WG) | Co-opted Governor
(Chair Vittoria and Copenhagen SCs) |
| 9. David Harrison (DH) | Co-opted Governor (Chair F, R&R Cttee) |
| 10. Pauline Edgar (PE) | Co-opted Governor (Chair Achievement Cttee) |
| 11. Alex Bols (AB) | Co-opted Governor (Chair Beacon High SC) |
| 12. Angelo Weekes (AW) (left 8.05pm) | Co-opted Governor |
| 13. Aanya Madhani (AM) | Co-opted Governor (Safeguarding Lead) |
| 14. Serena Kern-Libera (SKL) | Co-opted Governor – Careers Lead |
| 15. Mary Berrisford (MB) | Co-opted Governor (Chair EGA SC) |
| 16. Florence Wilkinson (FW) | Co-opted Governor |
| 17. Diane Stirling (DS) | Co-opted Staff Governor |
| 18. Sarah Ward-Lilley (SWL) | Associate Member |
| 19. Bisi Williams (BW) (left 7.00pm) | Associate Member |
| 20. Sarah Evans (SE) | Associate Member |
| 21. Tim Archer (TA) | Associate Member |
| 22. Martin Knight (MK) | Associate Member |
| 23. Kat Lambrou (KL) | Associate Member |
| 24. Louise Simmons (LS) | Associate Member |
| 25. Matthew Akinnayajo (MA) | Associate Member |

Also Present:

Tina Southall (TS) Observer/Deputy Executive Headteacher

Item		Action
	Welcome	
1.	<p>Apologies and Consent Apologies had been received in advance from Suezanne Awotwi, Jodie Collins, and Tim Lawrence. Zaleera Wallace was unable to access the virtual meeting at 8.43pm and sent apologies.</p> <p>Resolved: To consent to the absence of those noted in advance of the meeting.</p>	
2.	<p>Declaration of Interest No declarations of interest were made. All Governors and Associates are reminded that Business Interest Forms are an annual requirement and are requested to complete and return these to the Clerk before the beginning of the new academic year.</p>	All
3.	<p>Minutes and Matters Arising – 14 July 2020 Governors agreed the minutes of 14 July 2020 and a paper copy would be signed by the Chair in due course.</p> <p>Matters Arising It was noted that Amardeep Panesar had been recorded as Copenhagen Head of School. This was amended to read Copenhagen Headteacher.</p>	All
4.	<p>Committee Reports – Chairs’ Committee The Chair advised all present that Risk Assessments for the four Federation schools had been signed off by Chairs at their recent committee meeting</p>	JMc
5.	<p>Composition – Appointments and Resignations of Governors and Associate Members, Attendance and Training The Chair advised the meeting that three resignations had been received from EGA School Committee Members: Shamiya Choudhury (Staff Associate); Lee Evans (Staff Associate); and Mahad Sahal (Parent Associate). No further resignations had been received. No nominations for Committee Chair roles had been received. It was therefore resolved that:</p> <p>The following Associates be appointed for a further 1-year term until 12 September 2021: Copenhagen: Matthew Akinnayajo; EGA: Primrose Christie; Yemsrach Hailemariam; and Tina Southall. Ewan Scott has been appointed for a 1-year period, replacing Holly Wilkins. Vittoria: Abdi Garad; Heather Robjant; Louise Simmons; Sarah Ward-Lilley. Beacon High: there were no changes to report.</p> <p>The Chair reported that no resignations from Committee Chairs had been received and thanked them for their willingness to stand again for a further year in their respective roles. However, it was noted that competition for such roles was encouraged for both personal development and succession planning, with each committee asked to consider appointing a Vice Chair</p>	Clerk

	<p>as an active role . It was resolved that the following Chairs would be reappointed for a further 1-year term to 12 September 2021:</p> <p>Jill McLaughlin, Governing Board; Caspar Woolley, Vice Chair, Governing Board/Chairs; David Harrison, Finance, Resources & Risk; Pauline Edgar, Achievement; Alex Bols, Beacon High School Committee; Mary Berrisford, EGA School Committee; Will Garner, Copenhagen and Vittoria Schools; Aanya Madhani, Safeguarding Lead.</p>	
6.	<p>School Development Plans</p> <p>The Executive Headteacher addressed queries sent prior to the meeting in respect of School Development Plans, asking governors to note that amendments had been carried forward due to schools having been closed for almost six month and that the Achievement Committee had agreed the SDPs at its July meeting. Apologies were given for the late upload to GovernorHub of the current Vittoria SDP, replacing the review version, and the Beacon High SDP on GovernorHub was the March 2020 version. The updated version would be circulated for discussion at the Beacon High School Committee meeting on Wednesday 23 September 2020.</p>	
7.	<p>Child Protection Policy</p> <p>The updated Child Protection Policy had been reviewed by Aanya Madhani, Safeguarding Lead, and was recommended for approval.</p> <p>Resolved: to approve the Child Protection Policy.</p>	
8.	<p>Executive Headteacher's Report to include;</p> <p>The Executive Headteacher's report had been circulated in advance of the meeting and a verbal update was provided to governors regarding the following:</p> <ul style="list-style-type: none"> ● Return to school – JD said that she and all Headteachers were delighted to see pupils back in school, noting that a lot of work and anxiety had gone into ensuring that all necessary requirements had been met to provide a Covid-secure environment for staff and pupils. JD did not want to spend the rest of the year looking backwards, but wanted to be able to look back at the end of the year to say what schools had done in respect of children and young peoples' education. ● Attendance – JD said that attendance had started well with a few students being lost each day due to coughs and some anxiety causing some parents to keep children at home. DMc said that attendance, whilst good, had been slightly lower at Vittoria than at the other three schools, and that attendance for the first week of term, discounting 10 leavers still on roll, was approximately 95%. Where there had been concerns, DMc had taken advice from Public Health England and JD confirmed that it was not possible to tell parents to send their children to school if they had coughs or colds. Overall, students were very pleased to be back in school. AP said that children at Copenhagen were excited to return and, whilst she had expected to see a number of mental health issues, this had not been the case. In response to a query, JD said that 	

everyone was aware that the last few months had been a difficult time for students' emotional wellbeing however, as ITIPs schools, it was recognised that some students were less able to control their emotions than was usual, with some pre-lockdown issues at EGA needing to be addressed. AS reported that his main concern was about what had happened to Beacon High students at home during lockdown, and noting that overall they were happy to be back in school and in a relatively normal routine. However, there were a significant number of safeguarding issues since return which staff were dealing with. JMc wanted to know how the new Year 7 students at both Beacon High and EGA were settling in to secondary school. Both AS and JD said that students were happy to be in school and adapting well despite not having had the usual transition activities in school.

- **GCSEs** – Governors were reminded the Centre Assessed Grades (CAGs) had been accepted, which was great news for students at EGA and Beacon High who got their deserved results, and governors were reassured that rigorous processes had been in place. There had been some concern that grades at Beacon High would have been held down but that was not the case. However, JD said that the bar had been raised and that improved grades and progress would be expected next year. The Chair, on behalf of governors, congratulated both Headteachers on their schools' successes and, in particular, noted the almost five-fold increase in students gaining 7+ grades at Beacon High.
- **Staffing** – TS reported no significant changes in staffing absences. JD added that a lot was expected of staff who had all been exceptional in their response to the additional burdens, however she was conscious that this would take its toll and everyone needed to be mindful of reviewing arrangements to support and facilitate both better learning and teaching.
- **Finance** – JD told governors that Copenhagen School had made a successful claim from the DfE for reimbursement of monies spent on ensuring the school was Covid-secure, and budget monitors were looking quite positive and would be discussed in detail at a meeting of the Finance, Resources & Risk Committee due to take place on 14 October 2020.
- **Business Continuity** – all schools would need to have a plan in place by the end of September addressing the possibility of remote learning and a rota system in the case of further lockdowns. Headteachers were exploring all possibilities but, as much as possible, trying to ensure that they can replicate school-based education with lessons that students can see and engage with.
- **Chromebooks** – JD reported that uptake of the offer had been very positive from both EGA and Beacon High families, although there was currently a delay in delivery due to issues with the supply chain. AS adding that this would be transformational once fully implemented.

- Diversity development - JD explained that Sarah Beagley, Headteacher at EGA, had initiated a one-year programme to become a truly anti-racist school and told governors that all schools had already started on this journey, which would be discussed more fully at School Committee meetings. JD said that it was really important not to shy away from talking about these issues, and that the work already begun at EGA had included presentations and feedback from staff which was very moving, and it was proposed that student groups would be set up and would link with groups from other schools.

SB said that there were currently 19 staff members, both teaching and non-teaching, in the Diversity Group and noted that colleagues don't know what they don't know until they hear it from their own long-standing colleagues. SB told governors that schools have a duty of care to tell students that some things were not fair or not okay, and to give them courage to ask for fairness. It is proposed to hold a second conference at the end of the school year, however SB said she was alert to the fact that the toughest group to involve would be parents and, whilst it was hoped that this would bring the community together, it could also result in divisions.

JMc said that governors also need to look at how they, as a body, work. JMc reminded governors that the subject had been raised at the July Governing Board meeting, and reiterated her request for volunteers from across the Federation. Support was volunteered by AW, SA, DH, BW and SK-L. JMc said that the subject was being looked at more widely across Islington governance and there would be further discussions at Governing board and school committee meetings. JMc had attended a recent webinar run by Islington Council on diversity, and recommended some reading – 'Me and White Supremacy', by Layla Saad.

- Future lockdowns and continuity – JD reported that all Risk Assessments had been interrogated by the Chairs' committee prior to sign off and told governors that she had walked around both EGA and Beacon High to ensure that they were above to function safely and efficiently. TS would carry out a similar exercise at both primary schools. JD was sure that both students and staff would adapt to doing what was necessary to ensure everyone's safety as second nature, and said that governors would provide checks and balances through visits, where possible. In response to a query, JD said that all schools had held, or would shortly hold, a fire drill to practise Covid bubble evacuations, and to ensure safety and compliance.

In conclusion, JD said that each school had risen to the challenges presented over the last school year and were looking ahead optimistically to the new academic year. In response to a query, AP reported that students and staff of City of London Academy Primary School had settled well into their new setting at Copenhagen and that things were going very well. CW congratulated all on their achievements.

	The Chair thanked JD for her report.	
9.	<p>Black Lives Matter – Governor Task Force</p> <p>As discussed in the previous agenda item, a number of governor volunteers had expressed an interest in participating in discussions around diversity and JMc would follow up on this matter.</p>	JMc
10.	<p>Executive Headteacher proposal</p> <p>As Chair of the Chairs' Committee, CW introduced the agenda item, asking governors to note that the Chair of the Governing Board would present a proposal, previously seen by Headteachers. Governors were requested to use the Chat facility if they had a comment or question.</p> <p>CW reminded governors of the background to the current situation, saying that at the end of 2019 the Governing Board learnt of JD's original intention to retire and, at that point, JMc initiated conversations about finding a replacement for JD with the Headteachers and senior leadership of the Federation. CW said that the default position in the current situation was to replace JD with another Executive Head but it was recognised that both the Federation and its people have changed and evolved. CW said that it was clear that Headteachers and the broader senior leadership of the Federation did not easily share the view that there should be a direct replacement of the role and it was agreed that Headteachers should have the opportunity to put their points of view to all governors. It was noted that this had been an agenda item at the March 2020 Governing Board meeting but, unfortunately, time had run out, and then events had overtaken the conversation due to school closures and lockdown. CW said that all Heads had done an amazing job of bringing the schools and the Federation through that period and the question is, What now?</p> <p>Governors were reminded that JD has agreed to extend her role until the end of summer 2021 but that still leaves the Governing Board short of time to recruit, which would need to be started by December 2020 if an external candidate is appointed and to allow for a crossover period with JD. CW said that governors would usually be discussing the key characteristics of the role and person but that it was really important to hear the step before that due to a difference of views. Breakout groups had been organised to allow for smaller group discussions, should that be required, but that there would be opportunities for all to listen and discuss before that.</p> <p>JD, as the present incumbent, brings great experience of what the role has been like and of the Executive head role in general, and had been asked to say something to all governors before leaving the meeting. Following that, JMc will present her paper, included in the documentation circulated in advance, before taking questions. The Headteacher group will present their points of view, and a presentation had been seen by some governors prior to lockdown. CW asked if there were any objections to the order proposed. There were none.</p> <p>JD summarised the organic growth of the Federation, initially of EGA with Copenhagen School following an approach from the Local Authority (LA).</p>	

Copenhagen had previously been in Special Measures and had required the strong support of an Interim Executive Board, of which JD had been a member. Therefore, almost by default, JD said that she became the Executive Headteacher while doing significant work across the country as a Leader of Education, and as Headteacher at EGA with a fantastically strong team. Holloway School, as Beacon High was then known, was in difficulties and the LA approached JD again, at the same time as the long-standing Headteacher at Vittoria School resigned, and the idea of considering if both schools would like to join the Federation was conceived. At September 2018 three new Headteachers were in post and the Executive Head's role was to provide support, with all three schools, particularly Beacon High, taking up a significant amount of time, and EGA not requiring the same levels of support over the last two years. JD said that during the past fifteen months she had seen the leadership team flourish across the Federation, with the support of governors, and with Headteachers having autonomy and embracing policies and procedures where there was commonality.

Currently, JD's role was both as acting Headteacher at EGA and in continuing to scan the horizon for opportunities as Executive Head, noting that there was a big agenda at Beacon High in terms of developing the different way in which the school needed to be taken forward. JD noted that there was a tension that needed to be explored, with the Federation having an identity outside of the identity of the four individual schools. From January 2021, JD will be working for 2.5 days per week, which she considered manageable, and felt that the appointment of a full-time Executive Head was not warranted because of the strength of the leadership in each school.

With regard to the future needs of the Federation, JD felt that an experienced Headteacher with backfill could fulfil the role. All four Headteachers know that there are external challenges and it is important that whoever takes on the role of Executive Head helps Headteachers to be the best they can be as they are the people who effect change in schools. The individual appointed would need to look outwards and support Headteachers to maximise opportunities, not increase their workloads, and it was very important to facilitate leadership across the Federation, whether through sharing resources, including people, and providing support in respect of exclusions, finance and HR matters, and to be able to liaise with governors at a strategic level.

JD said that, for her, getting to know staff and students and engagement at that level, not remote, was fundamental, adding that what happens in school matters so it is very important to maintain a very close knowledge of what is happening in schools.

CW thanked JD for all that she has contributed in her role on this important part of the Federation's journey. JD said that it had been a pleasure and a great professional development opportunity.

JD left the meeting at 7.30pm.

In addition to the items circulated in advance of the meeting, JMc presented a set of slides which addressed governance and its structure, with the Federation Governing Board made up of the Executive Head alongside the

Achievement, Finance, Risk and Resource, Chairs Committees (as shown in the diagram) overseeing the four schools, the Angel Teaching Alliance and the Senior School Business Manager. TS/KT to include the Federation Governing Board structure in the Governors' Handbook. The presentation also provided an overview of the Federation's priorities, finances, risks and future changes.

Tina Southall, introducing herself in her role of Assistant Headteacher at EGA and Deputy Executive Head of the Federation, was invited to speak on behalf of the Headteachers and began by saying that all Headteachers were committed to safeguarding education to students and that, in order to achieve, schools need to have the highest ambition for pupils. All four schools had high expectations and resilience has been built, along with kindness and compassion. External validation in the form of Ofsted reinforces what schools know to be true, and that has to continue. Each of the four schools have different characteristics and contexts, and cooperate within the Federation, not as Academy clones. TS said that it was understood that the Federation would grow organically to its optimal size, but questioned whether the time was right to expand, and wondering if it should be as equals with a common purpose. The Federation had taken a significant amount of work to set up with all four Headteachers being appointed after the Federation had come into being. All Headteachers gave huge thanks to JD for achieving what she always said – that she could walk away and things could carry on without her. Each school is strong enough on its own but committed to the Federation and, collectively, the four incumbents have a total of forty-seven years of experience as either Deputy Heads or Heads.

The future leadership of the Federation, assuming it remains a federation, would be a body of mutual support, with strength in numbers and costs savings due to scale. AS's paper had set out different leadership structures:

- Co-Executive Heads
- Executive Head
- Executive Committee with powers delegated by the Governing Board and each school Headteacher as a member of the Executive Committee
- A rotation of the Federation Headteacher role

TS said that appointing a replacement Executive Headteacher would be a significant cost and, with budgets stretched and continuing to be so, it was schools' moral duty to maximise expenditure on students' education. It was noted that some staff redundancies had been planned in schools and, with students having experienced trauma and a growth in the achievement gap due to the lockdown period, schools need to increase support for students. TS added that schools took opportunities to bid for additional funds, where available, however Headteachers are concerned that, if an Executive Head is appointed, schools would see class sizes increase. The senior leadership team are mindful of the future successful leadership of the Federation and, through the models already mentioned, would develop current Deputy Heads and Assistant Heads, with the success at EGA mirrored at Beacon High, Copenhagen and Vittoria. TS said that Headteachers could not afford to let this opportunity get away.

TS outlined Headteachers' accountability to the LA, DfE and Ofsted in relation to outcomes and results, and through rigorous appraisal systems which are already in place, with the option of inviting a representative from the LA to fulfil the role currently carried out JD. Currently Headteachers liaise with, and receive support from, the Governing Board; are represented at the LA; meet weekly to support and coach each other and members of their respective teams, with coaching known to be effective in managing and developing staff and, TS noted, are called upon by the senior Local Authority leaders to discuss education policy.

TS proposed that one of the senior leadership team, possibly TS, would take on the role of liaison with Governors around process and policy, and would support governor training beyond that currently offered by the LA. JD had already allocated some aspects to senior leaders who were known and respected in Islington and beyond.

TS told governors that each school has its separate strengths and challenges within its current 5-year plans, and which could be damaging if not understood by a new Executive Head. The Federation exists to support schools to succeed, with each having its own Headteacher, not Head of School, with their own authority, and who choose to collaborate as a Federation, believing it to be stronger together. TS said that schools had the moral imperative to maximise funds for students and hoped that JD's success had convinced governors that she had prepared senior leaders for the next steps.

CW thanked TS for her comments, and asked for thoughts and contributions.

SW-L said that it was a really important debate and helpful to have everything laid out so clearly by all speakers, with very powerful points being made and a common interest being important. SW-L noted the reflections on what the Federation is for, and that schools are stronger together, however adding that it was important to be clear about purpose, with so many demands on leadership, budgets, pupil numbers. SW-L's sense was that, whilst conscious of budgeting issues, an outward-looking Executive Head who could give time and support to Headteachers was the best model at this time as there was still a lot to be done.

MB thanked everyone for their views and persuasive arguments, adding that one of the key points is to make a decision that does not destabilise any of the four schools and to be mindful of any decisions going forward that could rock the boat. MB, referencing the notion that all four Headteachers were home-grown and embody their individual school's ethos, said that Headteachers are key players as representatives of leadership of schools and that it was crucial to bear this in mind when making a decision to appoint an Executive Head either within or external to the Federation to ensure that they are not destabilised in any respect. MB was concerned that an external appointee had to be sensitive as to what it means to be a Federation, and wondered how many such people exist that can appreciate independent leadership, with integrity and nuance, as in JD's case.

CW summarised the points made, proposing that, for the purposes of leadership and accountability of the Federation, a single point of leadership needed to be defined; and which could be either internally or externally.

CW said that, of the models presented by TS on behalf of Headteachers, it appeared that there was agreement on the Federation having a single point of leadership at any one point in time. If so, the real issue for discussion is how this should be deployed – with two linked questions being: a) how much resource does the Federation need; and b) how much does it cost, and the impact of that cost. Some points raised in the Chat facility were:

SE queried cost implications of a pay increase if a current Headteacher were appointed, compared to costs of appointing a permanent Executive Head. CW said that nobody had yet had a conversation about pay differentials but there would potentially be backfill costs to ensure that tasks needed to be done, and that the appointee had sufficient time for the role, adding that this was not a cost-free exercise.

AB said that, aside from supporting students in getting to where they want to, there was a huge amount of work to be done over the next few months and it was a struggle to see how one Headteacher acting as Executive Head would be able to support the other three Headteachers. AB said he had been struck by what TS said about four independent schools, noting that, whilst there was no guarantee of getting absolutely the right person who would have the ability to support schools in their individuality, he was less convinced by one Headteacher being able to do that on top of having sufficient time to lead their own school, all of which brought him round to the idea of a single point of contact. This was not to say, however, that an internal staff member could not provide backfill in this circumstance.

JMc drew governors' attention to the view from Islington Council noted in her document circulated in advance of the meeting. WG said that schools were still coming out of the lockdown and Covid-related issues and that JD has been crucial in getting the Federation through that, however it was not possible to say what could happen over the next couple of years which might affect the Federation. WG acknowledged the strong level of support from the Council and, while acknowledging the role of models of committee-run leadership, felt that these were generally for smaller teams rather than for the scale of the Federation for which he supported an Executive Head.

MA felt that this was a very intricate situation and could talk from both a personal and professional point of view, having worked with AP, JD and JMc for a long time. Acknowledging TS's good point about different leadership structures, MA did not wish to make his views known, however said all four Headteachers were great and had made progress with their respective schools, with JD having been pivotal. MA's view was that the right decision was needed for children that were served by the schools and Federation in the current fragile situation.

In relation to the question raised about budgets, DH said that there appeared to be a consensus or recognition of a need for a central figure who is accountable to drive things forward and lead through challenging

times, with the right candidate being selected. DH was not convinced from a budgetary point of view, whether there were cost savings to be made between one or the other option, however fundamentally there is a cost associated with having an Executive Head. DH said that the Federation needed to get the correct value for money for the Federation, and agreed with MA that it was important to ensure that children are properly served. While not being a cost-saving exercise but about getting a strong candidate, DH recognised that all four Headteachers were strong candidates however getting the right candidate was more important than split roles, noting the issues with leadership for governance in an organisation of the size and complexity of the Federation.

TA noted the substantial piece of work presented by TS and Headteachers and felt that Deputy Heads could effectively take up some of the Headteacher's responsibilities whilst freeing up their time. TA considered that TS's comments were not forced, noting that organic change is a good thing.

CW summed up the discussions as having broad governor agreement that the Federation needed a single point of leadership however a more nuanced view is whether that has to involve external advertising. There was not yet clarity on role definition and the next steps in the process would be for this work to go ahead with all stakeholders, followed by a decision on whether to advertise the role externally. CW noted that, if there is a role to fill, it would have to be advertised externally.

CW said that, before lockdown and school closures, the Governing Board had already delegated responsibility for next steps to the Chairs Committee and it was proposed that this be adhered to. In summary, the Governing Board does wish to have a single point of leadership but, in defining the role, other options put forward by the Headteachers will be investigated before deciding ultimately whether to advertise externally.

CW asked if there was any disagreement with this proposal. There was no disagreement. The following steps were Resolved:

- to delegate to the Chairs Committee the process of decision-making in relation to the Executive Head position;
- There would be a single point of leadership;
- the Chairs Committee, or a sub-group of that committee, along with Headteachers, would define the role and structure of the role.

CW reminded everyone to bear in mind that, should it be decided to advertise externally, this would have to be progressed quickly. CW said that what he thought he was hearing from Headteachers was a really strong desire to retain the Federation and the ethos of the Federation, and that he was reassured by the fundamental alignment of everyone who had spoken, about two things; that despite its complexities and difficulties the Federation had value and the mutual support that that provides continues to be valuable; and everybody's completely independent reiteration of the values of the Federation and our goals, most importantly for pupils, staff and communities in which they all live, and their families, is incredibly positive. CW said that, as the process is taken forward, which would need to be reasonably fast, those things were the Governing Board's lodestone,

	<p>combined with the valid point made by many governors, and Headteachers, is that we need to find a model that builds on and reinforces the work that Headteachers have done in their own schools but as a group together. WG added that this was not just about role definition, but also person specification and servant leadership qualities.</p> <p>In response to a final query about whether a suitable person might not be found, JMc said that if this was not successful initially, whether due to a lack of external or internal candidates, things would go forward with the existing expertise within the Federation. JMc thanked all, especially Headteachers and TS, for their high-quality thoughts and challenge, and commitment. JMc would make arrangements for next steps.</p>	JMc
11.	Confidential items There were no confidential items to report.	
12.	Meeting closed at 8.30pm.	

Next Federal Governing Board Meeting: Tuesday 24 November 2020 – 6.30pm – 8.30pm

Signed as a true and accurate record of the meeting	
Chair's signature	
Chair's name	
Date	