



**The Steeton Lane Primary School Governing Body
Link Governor meeting: Leadership and Management**

Minutes of the meeting of 05 February 2026

The meeting opened at 3.30pm

Attendance

Link Governors

Emma Wainwright

Others

Stephen Hammond – Governor observer

Helen Osman (Clerk)

Claire Redman – acting Headteacher (aHT)

Shakila Towasin – Governor observer (from Item StLM19/25)

Documents

A. Self Evaluation Form (SEF) 2025-26 – Leadership & Management section	Item StLM 16/25	<i>Issued 03-02-2026</i>
B. School Development Plan (SDP) 2025-26 – Leadership & Management section	Item StLM 17/25	<i>Issued 03-02-2026</i>
C. e-Mail Clerk to Strategic Director – guidance on publication of equalities information	Item StLM 18/25	<i>Issued with agenda</i>
D. e-Mail Clerk to all Federation chairs on governor roles and responsibilities	Item StLM 19/25	<i>Issued with agenda</i>
E. Draft governor recruitment leaflet	Item StLM 19/25	<i>Issued 03-02-2026</i>

Summary of Actions

Item StLM:	Action	Person	Deadline
18/25	School to arrange for links to be added to the website page on the school's equalities objectives to sources of data on pupil attainment etc broken down by protected characteristics.	C Redman	31-03-2026
19/25 (i)	S Hammond to discuss Federation Governor roles with School Governors and nominate a potential Federation Co-opted governor to the FGB meeting on 27-02-2026	S Hammond	26-02-2026
19/25 (ii)	S Hammond to discuss with H Ashfaq and other governors the time commitment and role of Steeton Governor member of the Federation Resources Committee	S Hammond	26-02-2026
19/25 (iii)	S Hammond to remind S Towasin to undertake Safer Recruitment training	S Hammond	26-02-2026
19/25 (iv)	Governors to e-mail to aHT comments on the draft governor recruitment leaflet.	S Hammond E Wainwright	20-02-2026
20/25	School to ask governors to return their key fobs/cards	C Redman	28-02-2026

StLM 12/25 Apologies for absence and their acceptance

- All Link Governors were present.

StLM 13/25 Notification of urgent other business

- Governors agreed to discuss a recent data protection incident and the issuing of key fobs to governors as other business.

StLM 14/25 Declarations of interest in items on this agenda

- No interests were declared.

StLM 15/25 Minutes of the meeting of 04 November 2025 and matters arising

4. ***The minutes were agreed as a true record***

PDFd and uploaded

Update on actions from previous meetings		
Item StLM:	Action	Status
St LM 05/25	<i>Clerk to check guidance on requirement to publish equalities information.</i>	Closed
	Completed – see Document C and Item StLM 18/25 below.	

StLM 16/25 Mid year review of the Self Evaluation Form (SEF): Leadership & Management – Document A

- The acting Headteacher (aHT) said that the updated SEF reflected the focus in 2025-26 on embedding, consolidating and further developing the strengths highlighted in the Ofsted inspection report of last year, rather than on major new projects.
- The Unity Initial Teacher Training Partnership had made a strong start, with 6 students at present. Each student worked for two terms at either Steeton or Sandy Lane and the remaining term at the other. With the initial six students the venture was not currently generating significant income, but it was expected to do so as more students were admitted in 2026-27. Two potential new students would be interviewed shortly, and others were expected to apply before the end of the summer term.
- Governors noted in addition generating income, the ITT program brought benefits for pupil and staff enrichment. Noting that Sandy Lane did not have the same history as Steeton of offering student placements, **governors asked** how delivery of the program at Sandy Lane was working. The aHT said that the ITT Leader had been impressed recently with training put in place at Sandy Lane and was working with the school to ensure consistent mentoring and practice across the federation.
- Governors recommended*** that the Federation Governing Body ask the ITT Leader to provide an end-of year report on how the programme had worked and any recommendations to strengthen it for the 2026-27 academic year.
- Asked** how the relationship with Sandy Lane was progressing following the retirement of the Strategic Director of the Federation, the aHT said that his departure had made no difference. She and the acting Headteacher at Sandy Lane (aHT/SL) were more closely aligned. The geographical distance between the schools was unhelpful. The cross-site roles of the Business Manager and SENCo were working well. However, the time of the SENCo was under some pressure: this week she was delivering training to other schools that would, in due course, generate income, but this took her out of both schools for a week. The sharing of the Business Manager across the two schools reduced the immediate availability of her experience and knowledge to the aHT, but the support from other office staff was strong. **Asked** whether Steeton staff working at Sandy Lane felt welcomed and valued, the aHT said that Sandy Lane had some challenging children and families.
- The aHT said that she had visited Park Aspire, a PRU¹-like facility offered by Exceed Academy Trust, in connection with the move of a Steeton pupil to that setting. It had been interesting to see that provision at Park Aspire had been very similar to that offered by Steeton: the main differences had been that the Park Aspire site had been significantly more secure than in mainstream settings and that the staffing ratio was much higher.
- Governors recommended*** that the School Governing Body approve the Leadership and Management section of the updated SEF.

StLM 17/25 Monitor impact of School Development Plan (SDP): Leadership & Management – Document B

- The attached copy of the Leadership and Management section of the SDP (**Annex A**) reflects Link Governors' discussion. The following additional points were also discussed.

¹ PRU – Pupil Referral Unit: a school that is established and maintained by a local authority to enable it to meet its duty to arrange suitable full-time education for permanently excluded pupils and for other pupils who would not receive suitable education without such provision

Milestone LM4: Calendar events throughout the year that strengthen school's relationship with parents and carers – book looks, phonics sessions, Christmas celebrations

13. The aHT said that a number of parents had asked that the school hold more events to celebrate Eid, such as Eid fairs. The Friends of Steeton (FoS) would be happy to arrange Eid events but did not have members who knew enough about Eid to be sure of doing it properly. Governors suggested that the FoS discuss options with governors Shakila Towasin and Hamzah Ashfaq.

Milestone LM7: Triple C sessions planned into staff meeting calendar, giving staff the opportunity to feed back any issues

14. Replying to questions, the aHT said that Triple C (or Continued Corridor Conversation) sessions had been introduced to ensure that the kind of issues that staff had typically raised when they saw leaders briefing in the corridor were properly addressed, instead of being lost among the other activities on busy days. The Inclusion Leader (IL) facilitated separate meetings of teaching and support staff where these issues could be raised and discussed. The IL summarised the sessions, brought the question and issues to the aHT and returned to the groups with the responses.

Milestone LM12: Implement Arbor

15. **Replying to questions**, the aHT confirmed that Sandy Lane had been using Arbor for some time and had found it to be a significant improvement on the existing SIMS system, which was now dated. It was helpful that the Business Manager was familiar with Arbor through her work at Sandy Lane. **Asked** whether Arbor could be integrated with CPOMS, the aHT confirmed that it could.
16. Governors asked that the aHT provide an update at the next meeting on the early impact of the introduction of Arbor. **Noted**

StLM 18/25 Annual equalities information – Document C

17. Governors noted the advice that the Clerk had provided on the duty to publish information on the school website to show how it was meeting its equalities objectives. The aHT would arrange for links to be added to the statement of the equalities objectives on the website to source of attainment and other data broken down by gender, SEND, Pupil Premium, EAL etc.

Action: aHT

Shakila Towasin entered the room

StLM 19/25 Review and make recommendations on governance roles and responsibilities – Documents D, E

18. Link Governors discussed the Federation and School level governor roles that had been held by Sue West prior to her resignation as a governor, with a view to ensuring that Steeton continued to be represented effectively at Federation level and that the School Governing Body (SGB) continued to benefit from the appropriate range of skills and experience.

Federation governance roles

Federation Governor vacancies: 1 Co-opted and 1 Parent vacancy

19. Stephen Hammond, in his capacity as Chair of the School Governing Body, would consult governors with a view to nominating a potential co-opted Governor in time for the Federation Governing Body meeting on 27 February 2026.

Action: S Hammond

20. Stephen Hammond was working with a network of contacts to identify senior people who might be willing to become governors – this was a medium to long term exercise.

Co-Vice Chair of the Federation Governing Body

21. Governors understood why the Federation GB had chosen at its inception to share the Vice Chair role between the Chairs of the Steeton and Sandy Lane School Governing Bodies but did not consider it necessary to continue that arrangement. They would be content if the FGB wished Sue Duffy (Chair/Sandy Lane) to be the sole Vice Chair.

Member of Federation Resources Committee

22. The Clerk advised that the Federation Resources Committee required more members and that its existing membership did not include a governor representative of Steeton. Link Governors were aware that, prior to her departure, Sue West had discussed with Hamzah Ashfaq (Steeton Governor) the scope for him to join the Federation Resources Committee, and the Clerk had advised on options for doing this as a Federation Governor or as an Associate Member of the Committee. The Clerk observed that, from the point of view of ensuring that Resources Committee meetings were quorate, it would be better for any Steeton member of the Committee to be a Federation Governor than an Associate Member.
23. Stephen Hammond, in his capacity as Chair of the SGB, would discuss the time commitment and role with Hamzah Ashfaq and others. If no current School Governor had the capacity, it might be necessary to wait until more School Governors could be recruited.

Action: S Hammond

Membership of the Federation Working Group, Federation Leadership Group and Federation Budget Group

24. Emma Wainwright agreed to take on these roles until more governors could be appointed to the School Governing Body.

Federation Named Governor for SEND

25. Shakila Towasin said that she would be willing to take on the role of Federation Named Governor for SEND. As she was not a member of the Federation Governing Body, it would be necessary to agree an appropriate reporting mechanism.

Safer Recruitment trained Governors

26. Shakila Towasin said that she would undertake Safer Recruitment training and would be willing to be called upon at Federation level.

Action: S Hammond [Stephen – I can't put this down for Shakila because she isn't a member of this group, so I'm putting it down as an action for you to remind her to do it – hope that's OK!]

Steeton school governance roles

School Governor vacancies: 3 Co-opted Governor vacancies

27. S Hammond said that he and Katie Walshaw (governor) were pursuing contacts with potential governors. Governors welcomed the draft recruitment leaflet (Document E): they would review the content and e-mail comments to the aHT by Friday 20 February 2026.

Action: S Hammond, E Wainwright

Link Governor for Leadership and Management

28. Stephen Hammond agreed to join this Link Governor group.

StLM 20/25 Any other business notified at Item StLM 13/25 above

29. *Governor key fobs/cards*

30. The aHT said that the school had reviewed the list of people to whom it issued key fobs and considered that, in the interests of making safeguarding arrangements as tight as possible, it would be better if governors did not have fobs/cards. Governors agreed. The school would ask all governors to return their fobs/cards.

Action: aHT

Data protection incident

31. The Clerk advised that an e-mail attaching information related to the permanent exclusion of a pupil had gone astray when sent to the parent due to an error in the e-mail address provided by the school. The aHT said that LA Comms had been unable to retrieve the e-mail because it had been sent by the Clerk rather than from a school e-mail address. The school had e-mailed the incorrect address explaining the error but had received no response: it might be that the address was not live. The aHT had spoken to the parent, who had been understanding of the human error. The Data Protection Officer had been informed and their advice followed. All steps had been carefully recorded.
32. In future, confidential papers would be issued by the school rather than by the Clerk and would be password protected. The aHT would keep governors informed.

StLM 21/25 Agree key points from this meeting to be reported to the next SGB meeting

33. Link Governors agreed to highlight the following points to the School Governing Body:
 - They recommended that the School Governing Body approve the Leadership and Management section of the Self Evaluation Form (SEF).
 - They recommended that the Federation Governing Body invite the Initial Teacher Training Leader to provide an end-of year report on the first year and make any recommendations to strengthen it for the 2026-27 academic year.
 - They had reviewed the roles that needed to be filled following the departure of Sue West and would make recommendations to the FGB and SGB.
 - They had agreed that, for the purpose of tightening the school's safeguarding arrangements, governors should not longer have key fobs/cards. They asked that those who had not already done so return their fobs/cards to the school.

StLM 22/25 Date of next meeting

34. The next meeting would be held at 3.30pm on Thursday 18 June 2026. **Diaried, deadlined, charted**

The meeting closed at 4.50pm

*Helen Osman Governance Services
Supporting excellent governance in Bradford*