

**AFNORTH INTERNATIONAL SCHOOL
British Section**



School Governance Committee

**Record of Decisions
Thursday 13 February 2025**

Attendees	SGC Role
Robert (Bob) Hobbs	Chair
Sheena MacLeod	Headteacher
Peter Brown	Assistant Headteacher and SENDCO
Penny Eaton-Bell	Teacher Representative
Jenny Brown	Business Manager and Support Staff Representative
Gary Margerison	DCS School Improvement Advisor (by VTC)
Iain Church-Taylor	Standards Lead Governor
Bev Parmar	Standards Governor
Hakan Sivri	Standards Governor and International Representative
Emma Allardice	Standards Governor, GK Rep and SEND Link Governor
Shona Johnston	Safeguarding Lead Governor
John Parkes	Stakeholders Governor
Antonio Sellitto	Stakeholders Governor

Apologies	SGC Role
Louis Harty	Secretary and Lead Financial Governor
Julian Spalding	Safeguarding Governor and UK Welfare Representative (NSE)
Karen Bennett	Stakeholders Lead Governor and Health & Wellbeing Link Governor
Claire Hammon	Stakeholders Governor and Community Relations Link Governor
Luke Georgiou	Stakeholders Governor
Nayim Mjahed	Stakeholders Governor

Agenda Item	Record	Action / lead	Timeframe
Item 1 – Welcome	<p>a. The meeting opened with the HT showing the SGC the latest 'AFI news' broadcast, showcasing how student voice is shared around school, through the Student Council.</p> <p>b. The Chair welcomed everyone to the meeting, thanking them for their understanding and support with the change of date. He started by congratulating the school on an excellent ROSE report, thanking all SGC members and staff who had worked so hard for the visit.</p> <p>c. The current international community disruptions were discussed – the Chair asked for empathy and understanding and for SGC members to advocate for calm in their community engagements. He added that the UK context may also peak soon with the expected delivery of the Strategic Defence Review "in the Spring" which likely increases profile for NATO.</p> <p>d. The Chair summarised the recent pan-SGC Chairs online meeting, signposting the positive developments for the www.dcs.school website, and the impending training products.</p>	<p>HT to consider if this should become a standing part of future meetings.</p> <p>All to note.</p> <p>All to action.</p> <p>All to note.</p> <p>All to check.</p>	<p>By next SGC meeting.</p> <p>With immediate effect.</p> <p>By next SGC meeting.</p>

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Item 2 – Roll Call	<p>a. The committee congratulated Luke and Charlotte who had a baby since the last meeting, and for Julian who has become a grandparent for the first time. The Chair introduced John Parkes, who has joined the committee in place of Emma Ruddock. The Chair noted that he had sent our collective best wishes to Emma (and Gordon!) on their recent departure to pastures new.</p> <p>b. The SGC was grateful for the apologies in advance of the committee members who could not attend. No messages were left for relay.</p>	<p>N/A</p> <p>All to note.</p>	
Item 3 – Review Previous RODs	<p>a. The Chair (as acting Sec) noted that several action points were brought forward to this meeting and would be covered in this agenda. He also noted:</p> <ul style="list-style-type: none"> • A volunteer is still being sought to be POC for the SGC page on the school website. • The school identity policy was still pending development. • The online workspace and calendar was still under development (see item 8). 	<p>Sec to note for next agenda development.</p> <p>All to note.</p> <p>HT to action.</p> <p>Chair to action.</p>	<p>Next SGC meeting.</p> <p>ASAP.</p> <p>ASAP.</p> <p>ASAP.</p>
Item 4 – HT’s Report	<p>a. The Headteacher (HT) summarised the written HT report. The SGC was pleased with the improvement in attendance, noting the perpetual challenge and commitment this needed from school office staff.</p> <p>b. The AHT updated the SGC on SEND issues, signposting the welcomed forthcoming visits of SALT and Ed Psych specialists. It was noted as positive progress but that more was needed to close the gap from a significant period of no provision. The SEND Link Governor requested the opportunity to support the visits.</p> <p>c. The EAL programme was discussed, including observations from the EAL Link Governor, who recommended that the pace of learning should be child-set not time fixed.</p> <p>d. The HT briefed the SGC on staffing issues and the Chair outlined the latest request to UK NMR to advocate for the school. The difference between the legal status and GSO policy preference for recruiting GK-based dependents for AFNORTH roles was discussed.</p> <p>e. The HT updated the SGC on School Improvement Priorities. The implementation of the new Science scheme “Developing Experts” is meeting with success. The need to learn from other SGCs / schools was acknowledged.</p>	<p>Chair to ensure that SNR aware.</p> <p>AHT to ensure that Emma A invited to meet SALT and Ed Psych during their visits.</p> <p>Hakan S to continue to monitor EAL progress.</p> <p>Chair to track.</p> <p>HT to push GSO HR rep on policy changes.</p> <p>Chair to engage with DCS POC and SGCs on ways to share information.</p>	<p>ASAP.</p> <p>By time of their visit.</p> <p>By next meeting.</p> <p>Update at next SGC meeting.</p> <p>ASAP.</p> <p>ASAP.</p>
Item 5 – Stakeholder voices	<p>a. The committee heard from the stakeholder reps. The Teacher rep stressed the ongoing challenges of maintaining professional</p>		

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	<p>competencies being voiced from the teaching staff, and their concerns that it may impact learning outcomes. The GK rep mentioned the DEU Govt policy of re-introducing cross-border checks and enquired how the school bus transport could remain on schedule.</p> <p>b. The Intl reps praised the ROSE report, and offered to review and update the EAL Parent’s brochure for new arrivals through SNRs at JFCBS. An AI-enabled option could also be considered, if no SNR support available.</p>	<p>GK rep to email NSE Head of Location for UK advice. HT to refer to AIS Directorate.</p> <p>School office to share soft copy files with Hakan S, forward to SNRs.</p>	<p>ASAP</p> <p>By 18/3/25 – IAC meeting.</p> <p>Revised products ready for summer arrivals.</p>
<p>Item 6 – Sub-committee updates</p>	<p>a. The SGC sub-committees updated the meeting on issues and progress in their portfolio areas:</p> <p>b. Fin (in absentia). The Chair noted that the Fin Governor would be asked to focus on public fund allocations once ABC known.</p> <p>c. The Standards sub-committee reports that good progress is being made across a number of areas of school priorities. Regular visits into school are taking place which is providing evidence on which to assess progress against the SIP priorities. A main area of concern is the significant ‘say-do’ gap between the curriculum requirements to teach ICT and inadequate equipment or software.</p> <p>d. The Safeguarding sub-committee updated on the satisfactory audit and recent training. Their focus is on understanding school progress regarding safety and children’s ethical thinking. This includes e-safety which was noted as a topic that the Chair will raise with the Intl Stakeholder Cttee meeting on 18 Mar 25.</p> <p>e. The Stakeholder sub-committee rep noted his interest in exploring innovative ways to support staff CPD.</p>	<p>Louis H to engage with SBM.</p> <p>Chair to consider how to elevate lack of IT eqpt and access to software to DCS.</p> <p>Shona J to offer advice to improving school policies.</p> <p>John P to engage with HT / DHT and Teacher rep.</p>	<p>Once ABC published.</p> <p>By next SGC meeting in order to inform next SIP.</p> <p>By next SGC meeting.</p> <p>By next SGC meeting.</p>
<p>Item 7 – ROSE (Review of School Excellence) report</p>	<p>a. Building on the points raised during the HT report, the committee considered what next steps could be taken following the ROSE visit report. The HT noted that focus points raised in the report were already in the School Improvement Plan (SIP) and that SGC focus on these priorities would also support any future ROSE visit.</p> <p>b. The committee discussed the challenges of supporting teaching staff through CPD and capturing the latest educational thinking within the current MOD / DCS travel funding ban. It is a concern that without fresh external ideas, the delivery of teaching could become stale and not keep up with the latest development, risking SIP priorities of teaching and subject excellence.</p>	<p>HT / Chair to agree focus areas for SGC for the remainder of school year.</p> <p>Chair to explore with DCS. Raise to 2* Assurance Board (12 Jun) if no progress.</p> <p>AHT to explore ideas with LDA.</p>	<p>HT/Chair meeting (4 Apr).</p> <p>Feedback at next SGC meeting.</p>

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Item 8 – Future Working Practices	<p>a. The Chair stressed that sub-committees were empowered to make progress within their portfolio area, but were encouraged to keep the Chair and the Sec included in correspondence. It was noted that SGC members had participated in some “Wednesday Learning Walks”. School was encouraged to share with SGC and staff the key takeaways from this activity.</p> <p>b. The Chair apologised to the committee for not being able to make progress with the intended online collaborative ways of working. IT and NATO security policies were preventing a suitable common system to be found. The next step is to lobby DCS to make an online work space as part of the DCS website.</p>	<p>Sub-committee leads and groups through their own working groups.</p> <p>HT / AHT to share reports with SGC.</p> <p>Chair to engage with DCS re digital support.</p>	<p>Feedback at next meeting.</p> <p>Chair to report back at next meeting.</p>
Item 9 – SGC Programme of Work / future events of note	<p>a. The Chair opened this item, suggesting that there were a range of school policies that were overdue and should be prioritised. The HT noted that this work was ongoing but is often sacrificed for critical teaching / classroom cover duties. The Chair asked for SGC volunteers who could help with staff writing and editing.</p> <p>b. The Chair highlighted that given the SIP priority of Health & Well-being, a school policy should be developed and published, in a similar way to the production of the Bereavement policy. There were no dissenters.</p> <p>c. The forthcoming events were noted:</p> <ul style="list-style-type: none"> • AIS IAC Meeting (Chair) – 18 Mar • Library re-opening (Chair) – 2 Apr • NATO 76th anniversary – 4 Apr • World Book Day – 23 Apr • Dutch Liberation Day (80th) – 5 May • VE Day 80th anniversary – 8 May • AFNORTH Awards Day (COM) – 3 Jun • VVIP visit – 18 Jun 	<p>SGC members to volunteer their time and staff experience to Deputy HT.</p> <p>Sub-committee 3 to develop the draft H&Wb policy, with SLT.</p> <p>HT to consider how SGC / NATO community could support if being part of school curriculum.</p>	<p>By next meeting. Sec to include policy refresh snapshot in next agenda.</p> <p>By next SGC meeting (May 2025).</p> <p>As much notice as possible is kindly requested, especially during busy operational periods.</p>
Item 10 – AOB	a. No points were raised under AOB.	(none)	
Item 11 – Chair’s Closing Remarks	a. The Chair thanked all committee members for their support and commitment. In closing, he noted that the traditional summer changeover season will see SGC personnel rotating, early planning is essential to ensure coherence of outputs.	Sec to scope who is leaving in Q2/Q3 2025. Chair and Sec to scope options for new members	Sec to provide info to Chair by 17/3/25. Chair / HT to discuss on 4/4/25 mtg.
Item 12 – Date of Next Meeting	a. (Not included in the meeting due to lack of time). HT recommends that the next meeting convenes in early May, circa 6 weeks before the end of summer term.	Sec to scope availability in the 6 – 8 May timeframe.	DONM to be agreed and booked by 28/3/25.

Lt Col Robert Hobbs, Chair of the AFNORTH British Section School Governance Committee (SGC)