

Full Governing Board Meeting
Minutes of the Meeting held on Tuesday 7th October 2025
at 6:00pm at the Manor Campus and via Google Meet

PART A



Sherwood Foundation School
 Sherwood Park Campus
 Sherwood Hill Campus
 Sherwood Manor Campus

Penelope Fox (PF)	Parent Governor	Present	
Steve Cooper (SC)	Co-opted Governor	Present	
Gemma Davies (GD)	Co-opted Governor	Present	
Sandy Gillett (SG)	Co-Opted Governor	Present	
Vajeha Haq (VH)	Parent Governor	Present	
Aime Junior Kabangu Tshite (AT)	Staff Governor		Absent
Katerina Kelesidi (KK)	Co-opted Governor	Present	
David Murden (DM)	Ex-Officio Governor / Headteacher	Present	
Samata Razak-Oudirangou (SR)	Foundation Governor	Present	
Lindsay Sedola (LS)	Co-opted Governor	Present	
Fiona Taylor (FT)	Foundation Governor	Present	
Beth Brookes (BB)	Head of School (Hill)		Absent
Jess Baldwin (JB)	Head of School (Park)	Present	
Emma Digby (ED)	Head of School (Manor)	Present	
Anna Robinson (AR)	Wellbeing; Trans-disciplinary Specialist	Present	
Sarah Brooks-Watson (SBW)	Interim School Business Manager	Present	
Rosemary Viggiani (RV)	Clerk	Present	

	Item	Action
	<i>The meeting was preceded by a tour of the Manor Campus</i>	
1.	<p>Welcome; Apologies for absence and quorum (5)</p> <p>GD opened the meeting at 6pm and welcomed all to the Sherwood Manor Campus.</p> <p>GD thanked the leadership and staff for their hard work which led to the Governors being able to make their decision to agree to the opening of the Manor. GD thanked Governors as well, noting how the Board play a vital role in decisions that can have a significant impact on the school and a life changing impact on the students and families.</p> <p>It was noted that Genstacia Bull would not be joining the Board.</p> <p>It was noted that Fran Boto had also left at the end of her term of office. Governors thanked Fran for her service and wished her well for the future.</p> <p>Governors welcomed Sandy Gillett to the Board.</p> <p>Apologies were received and accepted from Beth Brookes for personal reasons. It was noted that Aime Junior Kabangu Tshite was also absent. The Clerk tried to contact Aime to check that he was aware of the change of venue but was unable to contact him.</p> <p>The meeting was declared quorate. (10 /11)</p> <p>Declarations of Interest</p> <p>There were no declarations of interest regarding items on the agenda.</p>	



	Action
<p>2. Governing Board Business</p> <p>Appointment of the Vice-Chair of the Board</p> <p>There were no volunteers for the role of Vice-Chair of the Board. All were urged to consider nominating themselves. The Clerk noted that she believes that the Board must have a Vice-Chair and will confirm prior to the next meeting.</p> <p>To confirm Committee Membership and Link Governors</p> <p>In the light of the recent Board changes, the Committee Membership and Link Governors were reviewed and updated as per Appendix A at the end of these Minutes.</p> <p>To note meeting dates for 2025/26</p> <p>The dates were noted with the meeting schedule; the schedule has also been updated to include the statutory and other planned agenda items.</p>	
<p>3. Minutes of the previous meeting held on 8th July 2025 - Part A & B</p> <p>It was noted that Sandy is currently Chair of the Girls' Learning Trust, not the Girls' Day School Trust as set out in the Minutes. This was agreed and corrected.</p> <p>DECISION: The Board approved the Minutes (Part A and B) of the meeting held on 8th July 2025 as a true and complete record of the meeting.</p> <p>Matters arising (see action list below)</p> <p>The actions outstanding are noted in the table below.</p>	
<p>4. FINANCE</p> <p>Update from the Finance Committee held on 23rd September 2025</p> <p><i>The Minutes from the Finance Committee were circulated prior to the meeting.</i></p> <p><u>Presentation of accounts for M5 – end of August 2025</u></p> <p>LS gave an update on the Finance Committee held on 23rd September.</p> <p>An extremely comprehensive document had been received by the meeting and Governors thanked SBW for this.</p> <p>That said, it was noted that there are still many unknowns re the finances, particularly re the Manor. Governors noted and appreciated the conservative approach taken by the school.</p> <p><u>Summary of Key Risks</u></p> <p>As regards the expenditure, there are still many unknown variables and there is some mapping to be done between the three sites to ensure that the finances are correctly allocated.</p> <p>As regards the support staff it was noted that there is still a high number of agency staff and this will be closely monitored.</p> <p>The 3.2% cost of living increment for support staff has now been applied.</p> <p>A tracker of capital income and expenditure is to be developed.</p> <p>Governors thanked SBW for a helpful and detailed piece of work.</p> <p><i>Q: Governors asked if there were any update re the potential double counting of 14 students as discussed at FAR?</i></p> <p><i>A: SBW gave an update noting that it seems that this may not be the case; she has spoken to Jack at the Local Authority but she wants to make sure that all potential risks are highlighted.</i></p> <p>Governors thanked Sarah for the clear picture and identification of potential risks noting that it helps reduce stress and gives reassurance that the situation is being managed.</p> <p>SBW confirmed that she will provide a monthly report on the accounts moving forwards.</p>	

	Item	Action
5.	<p>School Development</p> <p><u>Verbal update on the return to school and the opening of the Manor Campus</u></p> <p>DM provided an update noting that it has been a herculean effort on behalf of the staff to get the campus up and running over the summer. As regards staffing alone, 51 staff have been recruited over the summer – equivalent to an entire staff team for a primary school. All had gone smoothly and credit must be given to Anna; Tam and his team; Emma and Rebecca – it would not have happened without their work. The students are in; they have had their transition days and dynamic risk assessments are in place around the children.</p> <p>ED echoed what DM has said. Anna and Tam have worked really hard. Emma started in July with a gentle-ish introduction; training with staff helped to build expectations and the culture; some staff have come over from the Hill and Park campus which has help embed the “Sherwood Way”.</p> <p>Emma feels that she can now bring the best of herself at work like something I had said to her earlier that week – there is great support from the staff team; it has been a lot for all to learn. At the Manor it had not been possible to get into the classrooms until the day before the transition but it had gone smoothly due to the willingness of the people who have been wonderful.</p> <p>This extends beyond the teaching staff; CaterLink have been providing school dinners from the first day despite some glitches e.g. the fuses on the fridges had blown.</p> <p>The most important thing is that the children are happy. The first few days were overwhelming for both pupils and the staff team but a rhythm is now building. ED stated that she was thankful for her role which she considers to be a privilege and it appears that the whole staff team think the same way – bringing the love back to the school.</p> <p>Governors noted the very positive staff feedback which is attributable to the staffing, the building and the Sherwood Way of doing things.</p> <p>ED said that the parents are also appreciating this and are noting that some pupils are now more verbal than they have been previously.</p> <p>Thanks were also given to Jess and Beth noting that, across the three campus we have different cohorts but the same approach. ED gave thanks to Jess and Beth for their willing support.</p> <p>AR noted that, whilst the Manor is a third site with a different cohort it very much feels “the same but different”. The Manor feels very different but the Park and Hill are likewise different in their own ways.</p> <p>JB gave an update noting that there are four new early years children at the Park; some parents had been very anxious but have now settled. She also noted that there has not been any major changes in staffing. There had been two new for September – so this has meant that there has been an easier induction phase.</p> <p>The Business team have now moved out of the Park, into the Manor – but are still at the end of the phone when needed so there has been little impact. The space freed up will be well utilised and Luka will be moving into DM’s old room meaning that it will be well used for meetings.</p> <p>AR gave an update re The Hill where the new pupils have generally settled well; there is one secondary age pupil with complex needs and they have settled better than expected. The transitions have been well managed.</p> <p>Some pupils have been returning less well regulated and with more complex medical needs and there has been little support from the medical teams. This has made it very challenging to manage the increased complexities.</p> <p>At the Hill there has been a wider number of new staff – some with less experience now working with a more complex cohort. The leadership are looking at how to manage this complexity at the current time.</p>	

Item	Action
<p>There is a range of dynamic risk assessments not helped by there being pupil and staff sickness from a range of bugs. Some classes have had to be closed as a result. DM noted that on one day alone there had been 24 staff off sick. It had not been possible to cover this many staff and the team at the Hill had had a lot to manage; there are still high levels of staff sickness.</p> <p>Issues around the transdisciplinary offer were discussed and the details of this discussion are recorded in the Part B Minutes.</p> <p>ACTION: The School to include the risks on the Risk Register setting out the risks around the transdisciplinary approach and the external provision.</p> <p>It was also noted that Transport has also changed and parents are reporting issues. There are potential Safety issues where the situation is contributing to the dysregulation of children and parental stress.</p> <p><i>Q: Governors asked how the school can help address parental concerns regarding Transport?</i></p> <p>AR noted that she has spoken to Emma and Beth, noting a less collaborative approach from transport since September. Some parents have lost appeals and received a short response from transport. The school have noticed some poor practice and have raised complaints; where this has happened some changes have been made.</p> <p>It was noted that the authority have changed cab companies and the new company seems unable to provide the service within the price.</p> <p>Concern was expressed that, overall, this feels like another wave of financial cuts e.g. to transport – and that the parents are feeling the ripple effect.</p> <p>Governors thanked the school for the update.</p> <p><u>Update on the long term plans for the school and the new business support staff structure</u></p> <p>Governors highlighted a number of changes required to the Strategy Plan including the opening of the Manor. They also asked about RAG Rating in the table?</p> <p>The Head noted that this document has not been updated since last term. not updated from last term. A number of important changes will be included including consideration of what the provision may look like moving forwards given the issues raised earlier.</p> <p>A Business Plan will be developed and Governors noted that it will be very helpful to have the data around the business aspects of the school. That will give a clearer view of the way forward and make planning easier in collaboration with the LA. There can be transformative conversations and will provide really helpful feedback.</p> <p>The Head mentioned a number of potential opportunities arising on the horizon. With pupil numbers dropping in Primary Schools leading to reduced funding whilst the number of children with SEND are rising, there are opportunities for Sherwood Foundation School to develop a pilot around SEND outreach and the sharing of good practice.</p> <p><u>Business Support Staff Structure.</u></p> <p>The school have recruited to a number of roles of the past year with fluctuating success. The Head described some of the discussions being held around the options for the structure and recruitment moving forwards taking into account the existing staff / skills sets and the requirements moving forwards to ensure that the school gets key people in the right places. They will be developing a people plan moving forwards. That said, people are rising to the challenge. The aim is to provide services that are seamless in the background driving efficiency – the aim is to streamline the services with the right processes in place.</p> <p>The school are beginning to get the basics in place with the monthly financial returns being submitted on time.</p> <p>If these processes are not in place it can lead to a lack of decision making which can have a</p>	<p>60</p>

	Item	Action
	<p>significant impact on the wider school.</p> <p>ACTION: DM to update the Strategy Plan for 2025/26 for the next FGB</p> <p>Standing items: Safeguarding; Health & Safety; GDPR (<i>To note Data Breaches</i>)</p> <p>It was noted that the Safeguarding Audit had been completed; whilst there are some actions related to improvement, there were no serious concerns. One of the actions arising is for all Governors to complete Cyber Security training.</p> <p>ACTION: All Governors should complete the online Cyber Security Training</p>	<p>61</p> <p>62</p>
6.	<p>Policies and Reports for approval:</p> <p>For approval:</p> <ul style="list-style-type: none"> - Child Protection and Safeguarding Policy – to note action against the prior approval - Admissions Arrangements - Accessibility Plan - Complaints Policy - Lettings Policy – schedule of fees - Finance Manual for 2025-26 <p>Governors noted the unanimous approval of the Microsoft OVS-ES agreement by Governors by email over the summer.</p> <p>DECISION: Governors noted and approved the updated Policy Spreadsheet as a dynamic document noting that further changes will be made in due course.</p> <p>DECISION: Governors approved the Child Protection and Safeguarding Policy subject to reformatting and correction of spelling and grammar.</p> <p>ACTION: FAR to review the schedule of fees in the Lettings Policy. If the Lettings Policy is approved by PHS and FAR are content with the fees then the FGB are content that this policy be approved.</p> <p>DECISION: Governors approved the Admissions Policy</p> <p>DECISION: Governors approved the Finance Manual for 2025-26 noting that it may need revision once the Sutton Scheme of delegation has been released.</p> <p>ACTION: The Accessibility Plan and Complaints Policy will be scrutinised at the meeting in December.</p> <p>ACTION: DM to consider the use of the DfE recommended template for the Complaints Policy</p>	<p>63</p> <p>64</p> <p>65</p>
7.	<p>Governor Visits and Training</p> <p>All to confirm that they have completed the</p> <ul style="list-style-type: none"> - Learning Link Module: Safeguarding for governors - Home Office Prevent module for governors <p>Confirm the need for all to complete Online Safety Training</p> <p>All to confirm update of</p> <ul style="list-style-type: none"> - Business Interests on Governor Hub - Safeguarding confirmation re KCSIE <p>Update re attendance at in-house staff safeguarding training</p> <p>Update re plans for Link Governor Scrutiny / Visits</p> <p>All were reminded of the need to complete the confirmations and required training.</p> <p>As noted above, Governors must complete Cyber Security Training.</p>	
8.	<p>Correspondence to the Chair / Chair's Actions</p> <p>Governors to note any correspondence / Chair's Action:</p> <p>It was noted that the Chair undertook a disciplinary meeting that the Head could not do as he was a witness.</p>	

	Item	Action										
	<p>It was also noted that the Head is in court all this week on an employment tribunal.</p> <p>No details of either item were shared with the Board.</p>											
9.	<p>Confidential items</p> <p>Some of the discussions in Item 5 were designated as confidential to be recorded in the Part B Minutes.</p>											
10.	<p>Any other business / Dates of future meetings</p> <p>There was no other business.</p> <p><u>Forthcoming Meetings:</u> <u>Forthcoming Meetings:</u></p> <table data-bbox="245 584 831 757"> <tr> <td>FGB:</td> <td>16th December 2025</td> </tr> <tr> <td>Pay Committee</td> <td>14th October 2025</td> </tr> <tr> <td>Premises, Health & Safety</td> <td>21st October 2025</td> </tr> <tr> <td>Finance, Audit & Risk:</td> <td>25th November 2025</td> </tr> <tr> <td>Curriculum & Staffing:</td> <td>2nd December 2025</td> </tr> </table>	FGB:	16 th December 2025	Pay Committee	14 th October 2025	Premises, Health & Safety	21 st October 2025	Finance, Audit & Risk:	25 th November 2025	Curriculum & Staffing:	2 nd December 2025	
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	<p>The meeting closed at 7:30pm</p>											

Signed: <u><i>G Davies</i></u>	Print Name: <u>GEMMA DAVIES</u>
Chair	Date: <u>16.12.2025</u>



Appendix A: Sherwood Park School Committee Membership 2025-26

Name of Governor		Type of Governor	Committees and sub-committees (Min #; quorum)				
			S&C 5/3	Finance 4/3 (NIH)	Pay 3/3 (NIH)	PHS 5/3	HTPM 2/2
Sandy	Gillett	Co-opted	X				
Steve	Cooper	Co-opted		X		Chair	
Gemma	Davies	Co-opted (Chair)	X	X	X		X
Penelope	Fox	Parent	Chair		X	X	
Vajeha	Haq	Parent			Chair	X	
Aime Junior	Kabangu Tshite	Staff	X				
Katerina	Kelesidi	Co-opted	X				X
David	Murden	Headteacher (ex-officio)	X	Non-voting	Non-voting	X	
Samata	Razak-Oudirango	Foundation		X			
Lindsay	Sedola	Co-opted		Chair			
Fiona	Taylor	Foundation	X				
Vacant		Local Authority	X				
School Leaders:							
Beth	Brookes	Head of School (Hill)	Non-voting				
Jessica	Baldwin	Head of School (Park)	Non-voting				
Sujata	Bakrania	Senior Finance Manager		Non-voting			
Sarah	Brooks-Watson	Finance Consultant	Non-voting	Non-voting	Non-voting	Non-voting	
Emma	Digby	Head of School (Manor)	Non-voting				
Saimah	Iram	HR Manager	Non-voting				
Tamer	Halil	Premises Manager				Non-voting	
Anna	Richardson	Transdisciplinary Lead	Non-voting				

Link Governor Summary

Link Area	Governor Lead	Shadow
Safeguarding	Fiona Taylor	Sandy Gillett
SEND	Gemma Davies	Aime Junior Kabangu Tshite
Careers	Penelope Fox	Gemma Davies
Pupil Premium	Aime Junior Kabangu Tshite	Steve Cooper
Well-being and Mental Health	Samata Razak-Oudirango	Katerina Kelesidi
Training / Development / HR	Sandy Gillett	Fiona Taylor
Health & Safety	Steve Cooper	Vajeha Haq
Finance and Risk	Lindsay Sedola	Samata Razak-Oudirango
Curriculum	Katerina Kelesidi	Lindsay Sedola
Equality and Diversity	Vajeha Haq	Penelope Fox

Changes to these responsibilities will not require the re-approval of the larger Board Structure document.



Action list

Item	Action point	Who	By when	Update
Actions arising from the meeting of the 26 th March 2025				
33	Risks relating to the unfenced cottages at Carew to be assessed in relation to the potential opening of a new site.	DM / RD	April 25	Action closed
Actions arising from the meeting of the 20 th May 2025				
42	School to consult with parents regarding INSET Dates for 2026/27.	DM	Spring 2026	Ongoing for Spring Term 2026
Actions arising from the meeting of the 8 th July 2025				
50	GD to arrange Link Governor roles over the Summer for approval at FGB in the Autumn Term.	GD	Sept 25	On the agenda; action closed
51	All to diarise dates for visits to the school for next year.	All	Sept 25	Action closed
52	All Governors to undertake updated Safeguarding and Prevent Training when available in 2025/26	All	Sept 25	Action remains open. It was noted that the Prevent training needs to be completed every other year.
53	Governors to review the accounts and related papers and send questions by email; the accounts will be scrutinised at the first FAR Meeting in the new academic year.	All	Sept 25	Reviewed at FAR Meeting in September; action closed
54	The Safeguarding Governor to visit on a half-termly basis and include a review of the Single Central Register (SCR)	FT	Oct 25	Fran visited and this will be carried through as a standing item; action closed
55	DM to check re the potential impact that late opening would have on funding for the intake at The Manor.	DM	asap	The Manor is opening on schedule; action closed
56	Governors to consider attending Safeguarding Training: 3 rd Sept at the Hill, 1 st Sept at the Park.	All	Sept 25	Governors invited; action closed.
57	Beth to make the Sports Premium return online on behalf of the Chair before the deadline of July 31st.	BB	31 st July 25	Action completed and closed
58	AR to reply by email after the meeting to points raised by governors with regards to the well-being and moving and handling policies.	AR	Sept 25	Action remains open.

Item	Action point	Who	By when	Update
59	DM to check whether the individual qualifies for continuity of service from their prior employment.	DM	asap	DM has not yet heard back but this is in hand; action closed
Actions arising from the meeting of the 7 th October 2025				
60	The School to include the risks on the Risk Register setting out the risks around the transdisciplinary approach and the external provision.	DM	asap	
61	DM to update the Strategy Plan for 2025/26 for the next FGB	DM	Dec FGB	
62	All Governors should complete the online Cyber Security Training	All	Dec FGB	
63	FAR to review the schedule of fees in the Lettings Policy. If the Lettings Policy is approved by PHS and FAR are content with the fees then the FGB are content that this policy be approved.	RV	Nov FAR	
64	The Admissions Arrangements, Accessibility Plan and Complaints Policy will be scrutinised at the meeting in December.	All	Dec FGB	
65	DM to consider the use of the DfE recommended template for the Complaints Policy	DM	Dec FGB	