

**Full Governing Board Meeting**  
**Minutes of the Meeting held on Wednesday 30<sup>th</sup> March 2022**  
**at 6:00pm at the Sherwood Hill Campus and via Google Meet**

**PART A**



Fran Boto (FB)	Co-opted Governor	Present (to 7:53pm)	
Eileen Bone (EB)	Foundation Governor	Present	
Robin Dear (RD)	Foundation Governor	Present (remotely to 6:46pm)	
Claire Hadcocks (CH)	Co-opted Governor (Chair)	Present	
Vajeha Haq (VH)	Parent Governor	Present (remotely to 8pm)	
Brian Ikin (BI)	Co-opted Governor	Present (remotely)	
David Murden (DM)	Ex-Officio Governor / Headteacher	Present	
Chris Williams (CW)	Local Authority Governor	Present	
Stephenie Shvern (SS)	Parent Governor		Absent
Tracey Townsend (TT)	Staff Governor	Present (up to Item 9)	
Rosemary Viggiani (RV)	Clerk	Present	
Beth Brooks (BB)	Assistant Head	Present (up to Item 9)	

	Item	Action
1.	<p><b>Welcome; Apologies for absence and quorum (3)</b>                      CH opened the meeting at 6:10pm and welcomed all to the Sherwood Hill Campus. Apologies were received and accepted from SS for personal reasons.</p> <p><b>Declarations of Interest</b>                      There were no declarations of interest regarding items on the agenda.</p>	
2.	<p><b>Governing Board Membership: to review / appoint</b>                      It was noted that Amy Bone (AB) had resigned as Foundation Governor with effect from 9<sup>th</sup> February 2022 for work related reasons. Governors gave thanks to AB for her support. It was also noted that Eva Prieto-Arbor's term of office had expired; CH has reached out to her but has not yet received a response.</p> <p><b>Foundation Governor appointment:</b>                      CH and DM recommended RD to be appointed as Foundation Governor to replace Amy Bone.  <b>DECISION:</b> Governors appointed Robin Dear as Foundation Governor for ratification by the Sutton Education Trust.                      It was <b>NOTED</b> that Vajeha Haq was appointed as Parent Governor being the only nomination notified to the Clerk.                      Governors welcomed RD and VH; all present were invited to introduce themselves.  <b>ACTION:</b> RV to update GIAS and notify the SET regarding Robin Dear's appointment.</p> <p><b>Governing Board Code of Conduct</b>                      A code of conduct had been circulated prior to the meeting.  <b>DECISION:</b> Governors approved the Code of Conduct for Governors</p> <p><b>Chair and Vice-Chair of the Finance Committee</b>  <b>DECISION:</b> Brian Ikin was appointed as Chair of the Finance Committee. Robin Dear was appointed as Vice Chair of the Finance Committee.</p> <p><b>Chair and Vice-Chair of the Premises Committee</b>  <b>DECISION:</b> Chris Williams was appointed as Chair of the Premises Committee. Brian Ikin was appointed as Vice-Chair of the Premises Committee.</p>	36

	Item	Action
3.	<p><b>Minutes of the previous meeting held on 8<sup>th</sup> December 2021; 31<sup>st</sup> January 2022 and 23<sup>rd</sup> February 2022</b></p> <p><b>DECISION:</b> Governors approved the minutes of the meetings held on 8<sup>th</sup> December 2021; 31<sup>st</sup> January 2022 and 23<sup>rd</sup> February 2022 as a true and complete record of the meetings.; the part B minutes for the 8<sup>th</sup> December 2021 were also approved and it was noted that the minutes from the 23<sup>rd</sup> February are also confidential.</p> <p><b>Matters arising (see action list below)</b></p> <p>Updates on the actions is provided in the table below.</p> <p><b>ACTION:</b> RV to follow up SS and new Governors to ensure that all documents including the Register of Business Interests and KCSIE are completed. (Replacing Action 2 and 14)</p> <p><b>ACTION:</b> BI, BW and DM to agree a revised reporting regime for the Board re finances (replaces Action 10)</p>	<p></p> <p>37</p> <p>38</p>
4.	<p><b>Update from the Finance Committee</b></p> <p><i>Management Accounts to end of February 2022 (M11) and Year End Forecast</i></p> <p><i>Update re the 3-year plan and provisional approval; Debt Recovery Plan update; agree next steps re final approval of the budget</i></p> <p><i>Robin Dear left the meeting at 6:46</i></p> <p>DM gave a brief update on the accounts and budget presented to the Finance Committee.</p> <p>DM and BW had met and, with a planned 2% uplift in revenue (this assumption has been agreed by the LA) DM is confident that the next 3 years can be planned with an in-year balance with part of the deficit being paid back each year. A revised DRP clearly showing the deficit recovery glide path needs to be agreed with the LA as a matter of urgency thus ensuring that the school is able to allocate funds to the deficit accordingly.</p> <p>DM assured the Board that the school will provide detailed financial reports and information on a regular and timely basis in order that the Board can effectively oversee income and expenditure.</p> <p><i>CH noted that BI had asked a number of questions after the last Finance meeting in particular around some of the uncertainties in the plan regarding staff sickness and cover arrangements. (Note: these questions are appended to these minutes on pages 6/7.)</i></p> <p>DM confirmed that he was planning to allow four cover staff ; although less than the current level, with the school coming out of the pandemic and with closer monitors and checks on how it will be used he felt four would be sufficient. Beth and Karen are working on a system to monitor this. In addition he has budgeted for four well-being staff who have not yet been recruited. If they are recruited they will be on temporary contracts giving eight staff not on timetable and available for cover. If cover is required for five or six staff then the school would still have capacity within the budget and have well-being support in the classrooms. <i>However, DM stated that he would prefer not to have to do this as he wants cover for the support side of the school.</i></p> <p>The school deficit currently stands at c£500k which needs to be paid back with an agreed, revised deficit recovery plan. To run the school within the proposed budget and repay the deficit will be challenging. <i>Governors raised a number of questions including:</i></p> <p><i>How do we set the right budget - one that we can stick to?</i></p> <p><i>How good are the assumptions?</i></p> <p><i>How much control do we have over matters such as pay-rises?</i></p> <p><i>Are you confident that this plan will allow you to operate the school and pay back the deficit at a pace agreeable to the LA?</i></p>	

	Item	Action
	<p>It was noted that, as a Special School, staff costs are relatively high. Whilst this is a feature of special schools with the high levels of support needed, it does mean that the school is very affected by increases in staffing costs, NI etc. The school need to be clear how to manage these factors.</p> <p>DM agreed but noted that significant process and control improvements have already been made meaning that the management of such factors is already more sophisticated.</p> <p><i>The potential impact of the recently released White and Green Papers was questioned. Will these impact on our funding?</i></p> <p>It was noted that it is too early to be able to assess this.</p> <p><i>Governors asked how the school is planning to repay £500k over three years? (Assuming that three years is acceptable to the LA, this still required confirmation at a meeting arranged for early May.)</i></p> <p>DM stated that the starting point is to define and agree with both the Board and the LA the 3 year plan the school believe is both reasonable and achievable. Governors can then hold the school accountable for delivery of the plan.</p> <p>Governors affirmed that the school must agree a deficit repayment amount each year with the LA and commit to paying that. They would, like to see the school pay off an agreed amount of the deficit each year and then manage the school within the remainder of the annual plan.</p> <p>DM agreed and confirmed that he and BW will look at what can be afforded over what timescale.</p> <p>Governors agreed this approach in principle and that a revised and achievable repayment plan needs to be agreed with the LA as a matter of urgency.</p> <p>It was noted that there is a Sherwood Park Finance Meeting with the LA scheduled for Tuesday 3<sup>rd</sup> May. The points discussed need to be raised at that meeting.</p> <p><b>ACTION:</b> DM and BW to update the budget and deficit recovery plan (DRP) after Easter to include an accurate and detailed 3-year plan with a narrative.</p> <p>CH thanked BI and DM for the update.</p>	39
5	<p><b>SFVS for scrutiny and approval (for submission to the LA by 31/3/22)</b></p> <p>The document had been circulated to the Board prior to the meeting.</p> <p>It was noted that it is due for submission the following day (31<sup>st</sup> March).</p> <p>Governors discussed the draft responses and noted that this is a self-assessment return from the Board. As such it was agreed to be a useful document with the action plan helping to drive and monitor improvements in the financial management of the school.</p> <p>The links to the Benchmark data from the DfE website had also been circulated prior to the meeting and some of the information available was discussed. It was noted that this also provides a really useful tool – but it highlighted the need for someone who can do some of the analysis and identify the headlines moving forwards.</p> <p><b>DECISION:</b> Governors approved the SFVS for submission to the Local Authority.</p>	
6.	<p><b>Update from other Committees:</b></p> <p><b>Staffing and Curriculum Committee</b></p> <p>The minutes of the last meeting held on 9<sup>th</sup> February 2022 were circulated prior to the meeting. EB provided a brief update on the discussions and matters raised.</p> <p><b>Premises and Health and Safety Committee</b></p> <p>It was noted that this committee had been postponed; the Headteacher’s report to the Committee had been circulated to all prior to this meeting for any key items to be raised. Governors noted the report and thanked the Head for his input.</p>	

	Item	Action
7.	<p><b>Headteacher's Report and update re the School Development Plan</b></p> <p><i>The Headteacher's Report and School Development Plan were circulated prior to the meeting.</i></p> <p>The Headteacher's report was taken as read; Governors thanked the Head for his report.</p> <p>The SDP had been circulated prior to the meeting and a report on the visit from the School's Challenge Partners was circulated at the meeting having just been received.</p> <p>DM explained that the Challenge Partners' visit is similar to a 'Mocksted' visit and outlined the process used for the visit which concludes with the Partners making judgements with the senior team facilitating a valuable debate.</p> <p>It was noted that many of the areas picked up were already areas that the school have already identified and are planning to address.</p> <p>The school had put forward their trans-disciplinary approach as an area for excellence. What was interesting was the Challenge Partners view that, although they felt that the school's approach is outstanding, they were not recommending that this be put forward as an area of excellence; this was because they judged that it was not an approach that could currently be adopted in other challenge partner schools as it is very dependent upon the school's unique relationship developed with the LA and Cognis.</p> <p>What was encouraging is that, the partners found that the relationship was now clearly embedded at both sites having been established initially at the Hill site.</p> <p>DM said that the experience of the visit was very valuable; the team were prepared but not stressed; they provided existing documents which were very well received; the partners also triangulated the information provided with staff formally and informally and found the staff to be very knowledgeable. Even agency staff who only started in September were able to respond showing how embedded the approach is.</p> <p>As regards the quality of provision, the curriculum was found to be broad and meaningful for all cohorts of learner and the partners were very complimentary about what had been achieved in the last year. However, as regards leadership they were unable to give the top grade as the team could not yet provide sufficient evidence of consistency over time. It was recognised that Ofsted will be looking for consistency and that will come in time.</p> <p>The Challenge Partners also reflected the school's concerns regarding accurately identifying and reporting progress in particular of the PMLD cohort as previously discussed by governors. The concerns relate to the existing progress tracking process used being unable to monitor accurately the sometimes small steps towards targets.</p> <p><i>Governors asked how the figures on achievement and progress are arrived at and how the school knows that the targets are appropriate and challenging.</i></p> <p>DM talked through the revised process of using the EHCP plan as the basis of target setting and monitoring and the multi-disciplinary approach to target setting and review at both the <b>Park and Hill campus'</b> and governors acknowledged that it is important for the Board to understand in appropriate detail both the methodology and the outcomes s so they can challenge the school appropriately and talk knowledgeably about them with Ofsted when they visit.</p> <p>The process for setting the targets was discussed and it was noted that targets and outcomes are reviewed at <b>each student's</b> annual review and can be amended as appropriate. The review is rigorous and involves a wide range of people including the teacher, therapists, parents, key worker and others as appropriate to the individual child. It is not an easy process to agree the targets but is thorough and moderated; there has been involvement with other like for like special schools as well, for instance with Addington Valley.</p> <p>Governors thanked the school for a thorough report and discussion.</p>	

	Item	Action
	<p><b>ACTION:</b> To put a discussion on the agenda for the next S&amp;C meeting to review and triangulate the data regarding target setting and assessments to ensure that governors understand the processes and achievements. Anonymous case studies will be helpful.</p> <p><i>School closure dates for 2022-23 - for approval</i></p> <p><b>DECISION:</b> Governors approved the School Closure dates for 2022/23 to align with those published by the Local Authority.</p> <p><b>ACTION:</b> DM to confirm Inset dates for 2022-23 for approval at the next FGB.</p>	<p>40</p> <p>41</p>
8.	<p><b>Policies for approval</b></p> <p><i>The Policy review schedule and all policies for approval were circulated prior to the meeting. Governors asked if the policy review schedule circulated prior to the meeting is in line with the levels of delegation as recommended by the DfE. Also, if all policies listed are in place, whether the school would be compliant?</i></p> <p>It was confirmed that the schedule is as required for the school to be fully compliant. Whilst there is a lot of work to do to review all policies the governors agreed that it is encouraging to have the policy review schedule and the policy approval delegation structure in place and to note that the school now has a robust plan to ensure that all policies are created reviewed and approved by the appropriate body in a timely manner..</p> <p><b>DECISION:</b> Governors approved the Policy Review schedule.</p> <p><b>DECISION:</b> Governors approved the Child Missing Education Policy 2022</p> <p>It was agreed that all governors should be expected to read KCSIE in its entirety.</p> <p><b>DECISION:</b> Governors approved the Child Protection and Safeguarding Policy March 2022</p> <p><b>DECISION:</b> Governors noted that the Head approved the Communication and Literacy Policy</p> <p><b>DECISION:</b> Governors approved the First Aid Policy</p> <p><b>DECISION:</b> Governors noted that the Head approved the Well-being – Anti-bullying Policy</p> <p><b>DECISION:</b> Governors approved the Well-being – Behaviour Policy</p> <p><b>DECISION:</b> Governors noted that the Head approved the Well-being – Positive Handling Policy</p> <p><b>DECISION:</b> Governors approved the Supporting Students with Medical Needs and Administration of Medicines Policy</p>	
9.	<p><b>Confidential items</b></p> <p><i>BB and TT left the meeting at 7:44pm</i></p> <p>The discussions under this item are recorded in the Part B Minutes.</p>	
10.	<p><b>Any other business / Dates of future meetings</b></p> <p><b>Delegation Structure: Recruitment Panels:</b></p> <p><b>DECISION:</b> Governors agreed the following delegations:</p> <ul style="list-style-type: none"> <li>– A Recruitment Panel for a Deputy Headteacher should include the Headteacher and a minimum of two other governors. The shortlist can be determined by the Headteacher alone.</li> <li>– Apart from the roles of Deputy Headteacher and Business Manager, the Head has authority to recruit other staff subject to Governors giving sign off to the post being filled.</li> </ul> <p><b>Forthcoming Meetings:</b></p> <p>Premises, Health &amp; Safety: 11<sup>th</sup> May 2022  Curriculum and Staffing: 17<sup>th</sup> May 2022  Finance: 12<sup>th</sup> July 2022  FGB: 16<sup>th</sup> May (Budget approval) and 20<sup>th</sup> July 2022</p>	
	<p>The meeting closed at 8:37pm</p>	

**Questions raised by Governors prior to the meeting regarding the 3-year plan with responses from BW:**

1. *Per place funding 152 (the first line) vs £1.52m. - Does this presume that we will have the same number of joiners as leavers each year and if so, do we have confirmed numbers for the beginning of the 2022 school year in September?*

The place funding (£10,000) is given irrespective of the actual pupils on roll at any particular time.

2. *Add 7 places Park from Apr 21 - Presume you mean Apr 2022?*

Yes apologies – will amend.

3. *Out of Borough Students 18 vs £576k - Do we also receive an extra £10k per child (per place funding)? I'm trying to establish the amount of funds we receive from the Out of Borough students against those that come from the LA.*

Yes you do get the £10k per place but it's in the 152 above.

4. *We should be seeking an increase from the Out of Borough students closer to 5% than the 2% currently forecast.*

This will be for school to decide – these are very early figures but happy to increase to 5% but the school will need to negotiate with OoB providers.

5. *Could you please remind me as to the big increase in Education Support Staff pay from 2022 / 2023 to the following year. I can see that the school is anticipating adding 13 more staff. The premise for taking on the extra students was that there would be no need for extra staff.*

You need to add the £200k of Agency staff (shown further down) to 22/23 cost. From Sept 22 it assumes that all staff will be on payroll – we know that won't be the case and this will be amended and updated continuously as staff are being appointed from Agency throughout the year. The 3 year plan will also be updated to reflect staff leaving / joining on an on-going basis.

6. *I believe we mentioned it at the meeting, but are you intending on adding an income line against the £40k maintenance and improvement spend?*

I am not aware that I did. What would be the source of this income?

7. *Energy costs - Call be sceptical, but are estimates must be out by quite a way. Is any chance that Mick (acting premises manager) could ask BH / the actual supplier what our real costs are going to look like from next month.*

Agreed – I did get some initial quotes from an energy broker but we will need to do this again. One contract ends in Sept 22. The decision on future energy contracts needs to be made in very short time period as the prices change daily. Is this something Governors are happy for David to authorise once we gather new prices?

8. *Could you please dumb down for me the agency and bought in professional services figures. Also, what sickness levels are you working off. From memory, you were going to use 4 staff off per day, when in reality and more recently, it has been double this.*

Correct it is 4. Current estimate is 8 but this is believed to be as a result of Covid. David is fully aware of the need to manage cover within the boundaries of the budget allowed.

9. *Total staff costs as a % of income and expenditure moves to 90% from 2023 / 2024. This is an area that the LA has been critical of in the past and was specifically mentioned in their SMRA report from May 2020. This is more of an observation, but may be a cause for concern once we submit the DRP.*

Agreed.



**Action list – Note: the following actions as greyed out are closed.**

Item	Action point	Who	By when	Up
Actions arising from the Meeting of the 29 <sup>th</sup> September 2021				
1	DM to contact Ms Prieto Arbor	DM	Dec 2021	CH of c
2	All Governors to complete the annual declaration of interests form	SS	30/10/21	On clo
3	DM to report back to the GB regarding the monitoring and control of access controls (both system and people related) and to look further into the availability of funding.	DM	Dec 2021	Act ber pro
7.	To request Governor Support to provide a whole governor training session on Ofsted readiness to be held in school. <i>Note: request emailed to Governor Support 6/10/21</i>	CH	Dec 2021	To
8.	EB to create an Induction Guide for new governors	EB	Mar 22	In l
Actions arising from the meeting of the 8 <sup>th</sup> December 2021				
9.	AB and BW to liaise regarding any outstanding actions relating to the missing bank statement and the move to online banking with Lloyds.	AB/BW	Jan 22	We
10.	BW, CW and AB to liaise regarding the adoption of good practice from other schools and improved management reporting leading to more robust challenge by the Board.	BW, CW, AB	Feb 22	Rej
11.	BW to provide an updated three-year plan by February Half-Term.	BW	Feb 22	On
12.	CW to liaise with BW with regards to the SFVS submission due by the end of March.	CW, BW	Feb 22	On

Item	Action point	Who	By when	Up
13.	EB to work with the school to review the monitoring needs of the Board in relation to Safeguarding and Behaviour Management and the schedule for review both at Committee and Full Board level.	EB	Feb 22	EB op
14.	RV to confirm that all Governors have signed KCSIE forms.	RV	Feb 22	Act
15.	DM to invite Jean to a meeting in the Spring to recognise her contribution to the school over many years. DM will invite Mavis to the meeting to mark Jean's departure.	DM	FGB T2	Mc
16.	DM to follow up to find out the situation regarding the ownership of the school's land.	DM	FGB T2	DM has in t DM to do Fin
17.	AB to review and comment on the Finance Meeting minutes.	AB	Jan 22	Act
18.	CH, RV and DM to liaise regarding a Parent Governor election. Also to ensure CW's new term of office is registered on GIAS.	CH, RV, DM	Feb 22	On clo
19.	DM to include a hyperlink to the Safeguarding Policy in Section 15 of the Staff Code of Conduct.	DM	Dec 21	Up
20.	RV and CH to review and agree a schedule of policies for review by the school.	RV, CH	Feb 22	In l clo
21.	DM to circulate the Early Years Foundation Stage Framework information referenced in the meeting and ALL to come back with any questions.	DM / All	Jan 22	Act
22.	DM to circulate the Early Careers Framework information referenced in the meeting and ALL to come back with any questions.	DM ALL	Jan 22	Act

Item	Action point	Who	By when	Up
23.	DM to review the food standards in school to ensure compliance with the School Food Standards and report back to the Board in the Spring Term 2022.	DM	FGB T2	All
24.	RV to work with DM and CH to review the website and ensure compliance with statutory requirements. Also to include governor biographies.	RV, DM, CH	Feb 22	RV ide op
25.	DM to put the school closure dates for 2022/23 to the Board for approval in the Spring Term 2022.	DM	FGB T2	On
26.	DM to circulate a list of all educational visits to the Board for information.	DM	FGB T2	Re: info
27.	RV / CH to review the current Governor Code of Conduct.	RV, CH	Feb 22	Act
28.	BI/CH to clarify the role and responsibilities of the Responsible Officer and consider other potential options for carrying out the role e.g. through peer review.	BI, CH	Feb 22	Act
29.	RV to liaise to set dates for meetings for the remainder of the academic year.	RV	Dec 21	Act
30.	Action recorded in Part B Minutes	DM, BW	FGB T2	Act clo
Actions arising from the meeting of 31 <sup>st</sup> January 2022				
31.	DM and BW to review all the assumptions (both cost and revenue) this week	DM, BW		Act
32.	DM to manage communications to the LA about a delay to the submission to the plan	DM		Act
33.	BW to manage the requirement to borrow from the LA to manage our cash flow and to provide a cash statement for Governors to review	BW		Cas inv of l

Item	Action point	Who	By when	Up
34.	DM to confirm when he and Barry will be ready for Governors to review the 3 year plan and DRP in detail (subsequent to the meeting a special FGB has been scheduled for 23/2/22).	DM		Act
Actions arising from the meeting of 23 <sup>rd</sup> February 2022				
35	DM and BW to progress discussions with the LA regarding the 3 year plan and deficit recovery and to arrange the admission of the additional 7 students as soon as possible.	DM/BW		Du
Actions arising from the meeting of 23 <sup>rd</sup> February 2022				
36	RV to update GIAS re Vajeha Haq and Robin Dear and notify the SET regarding Robin Dear's appointment.	RV	May 22	
37	RV to follow up SS and new Governors to ensure that all documents including the Register of Business Interests and KCSIE are completed.	RV	May 22	
38	BW, BI and DM to agree a revised reporting regime for the Board re finances	BI, BW, DM	July 22	
39	DM and BW to update the budget and deficit recovery plan (DRP) after Easter to include an accurate and detailed 3-year plan with a narrative.	DM, BW	May 22	
40	To put a discussion on the agenda for the next C&S meeting to review and triangulate the data regarding target setting and assessments to ensure that governors understand the processes and achievements. Anonymous case studies will be helpful.	RV	May 22	
41	DM to confirm Inset dates for 2022-23 for approval at the next FGB.	DM	July FGB	
42 (Part B)	DM to liaise with the LA regarding the budgets and ensure that they are aware of the leadership structure decision and that the school will commit to delivering the budget as agreed.	DM	May 22	
-	EB to circulate her Safeguarding Link Governor Report to the Board.	EB	May 22	

