

**MINUTES OF THE MEETING OF THE
HEATHCOTE SCHOOL AND SCIENCE COLLEGE FULL GOVERNING BODY
HELD ON MONDAY 14 DECEMBER 2020 AT 7.00 PM (VIRTUAL)**

Present: Mike Ashwell - MAL (Chair) Co-opted Governor

Co-opted Governor

Jessica Hayes - JHS
Barry Tutty – BTY
Cathy Burns – CBS
Stephen Jacobs – SJS
Suzanne Sallam – SSM
Shryene Yansen – SYN
Andy Campbell – ACL

Headteacher

Emma Hillman - EHN

Parent Governor

Helen Douglas - HDS
Arnold Williams - AWS
Joanna Mahadoo – JMO

Staff Governor

Andre Henry (AHY)

Clerk to the Governors: Jacky Potts - JPS

Also present: Julie Vazquez – JVZ (School Business Director)

The meeting started at 7.00pm

Summary of agreements and actions:

Minute reference	Formal agreements and/or actions identified	Action By	Due Date
3.1	Governors to complete all declarations on Governor Hub	All Governors	18 December 2020
4.2	Governor Services to note the election of Andy Campbell as new co-opted governor and Barry to arrange induction training	Governor Services/BTY	Immediate
<i>Minute 4.9 6.7.20</i>	To provide information to Governors on what the offer and pathway is for schools in relation to primary mental health, early intervention and prevention. The Chair agreed to write to David Kilgallon.	MAL	Immediate
<i>Matters arising (2.3.20 – Item 9.4)</i>	To send first draft to Chair of the response to the LA regarding the categorisation of Black pupils in the recent Secondary Inspection Data Summary Report	PLE	End December 2020
5.3.3	Chair of QoE Committee to amend ToR to reflect that a Vice Chair would not be elected	JHS	Immediate

Chair's Initials:

6.	Governors ratified the Terms of Reference for the following committees: Resources Committee Pay Committee Behaviour & Personal Development Committee Headteacher's Performance Management Panel		
9.	Governors approved the PAN reduction		
10.	Alternative Provision Unit - Governors agreed to defer to Resources to resolve and sign the documentation	Governor Services	25 January 2021
14.	To request an updated Skills Analysis report from Governor Services	MAL	Immediate
15.	To raise with the LA the quality of cleaning of the Sports Hall with a view to the rewriting of the KPIs for the Kier Contract.	MAL/SJS	Immediate
17.	BAPD Committee to conduct a review of Exclusions.	SJS/MGE	Spring Term
19.	Annual Governance Statement to be published on the school's website.	EHN	Immediate
20.	Governors agreed to the purchase of Chromebooks		
21.	Governors ratified the following policies: <ul style="list-style-type: none"> • Examinations Policy • Pay Policy • Remote Learning Policy • Appraisal Policy • Supporting Students with Medical Conditions Policy • Careers Policy • Statement of Internal Control • School Financial Regulations • Scheme of Delegation • Whistle Blowing Policy 		
23.	DATE OF NEXT MEETING 29 MARCH 2021 Agenda Items <ul style="list-style-type: none"> • Length of FGB meetings • Exclusions • Governing Board Annual Cycle 	Governor Services	Immediate

1. WELCOME AND APOLOGIES FOR ABSENCE

- 1.1 The Chair welcomed all those present to the meeting and, in particular, Andre Henry as the newly appointed Staff Governor. The Chair reminded all Governors that all papers and any business surrounding the Governing Body can be found on Governor

Hub and that there was an expectation that Governors had read the papers ahead of FGB meetings.

1.2. Apologies for absence were received and accepted from Mitchell Goldie and Natalie Phillips.

1.3 The Clerk confirmed that the meeting was quorate with thirteen Governors and the Headteacher present.

2. NOTICE OF ANY OTHER BUSINESS/CONFIDENTIAL ITEMS

2.1 There were items of any other business to be taken at the end of the meeting, however, due to time limitations these were deferred to the next meeting.

2.2 There was one confidential item.

3. DECLARATIONS OF INTEREST

3.1 Register of Business Interests – Governors were reminded to complete their declaration on Governor Hub to by Friday 18 December 2020.

ACTION: All Governors

3.2 There were no declarations made pertaining to any agenda items for this meeting.

4. GOVERNING BOARD

4.1 The Clerk confirmed that there was currently a vacancy for a Co-opted Governor and the Chair introduced Andy Campbell as a new perspective Governor, who was nominated by Arnold Williams, and seconded by Helen Douglas. Governors unanimously agreed to elect Andy Campbell as a Co-opted Governor and he was invited to join the meeting. Andy was warmly welcomed to the Governing Body.

4.2 Andy Campbell and all governors gave a brief introduction to themselves. The Chair confirmed that he will receive an induction training from Barry Tutty and arrangements will be made for a Governor Hub account to be created for him.

ACTION: BTY and Governor Services

5. MINUTES FROM COMMITTEES AND FGB MEETINGS

5.1 Governors received the minutes of the Governing Body meeting held on the 28 September 2020, these were agreed to be an accurate record of the meeting and the Chair will electronically sign a copy of the minutes.

5.2 Matters Arising

Minute reference	Formal agreements and/or actions identified	Status Update
3.1	To confirm declarations on Governor Hub	All Governors to complete this by Friday 18 December 2020
5.4	To confirm if all governors' details were required to be provided to the Secretary of State via GIAS	Completed

Chair's Initials:

Minute reference	Formal agreements and/or actions identified	Status Update
<i>Minute 4.9</i> 6.7.20	To provide information to Governors on what the offer and pathway is for schools in relation to primary mental health, early intervention and prevention	Chair agreed to write to David Kilgallon for information.
<i>Matters arising</i> (2.3.20 – <i>Item 9.4</i>)	To send first draft to Chair of the response to the LA regarding the categorisation of Black pupils in the recent Secondary Inspection Data Summary Report	PLE to endeavor to complete this by the end of 2020
7.2	To review the report on Pupil Premium Funding and feedback to Governors	Deferred to next meeting. Governors were asked to read the report which is now published on the school's website and refers to data for 2019/20. Governors noted that research suggests that disadvantaged children have been particularly affected this, and data shows that is the case, meaning the school will be a wider gap than normal, but they are 100% committed to closing that gap.
16.1	To read Part 1 of Keeping Children Safe in Education and confirm the declaration on Governor Hub	Links to action item 3.1 above
16.2	The Chair and Safeguarding Governor to read KSCIE Part 2 and confirm their declaration on Governor Hub	Completed.
17.	To read the Code of Conduct and confirm declaration on Governor Hub	Links to item 3.1 above
18.	To update and refresh Skills Audit on Governor Hub	Agenda item
19.	Governing Board Annual Cycle to be finalised and circulated to Governors	Deferred to next meeting
20.2	Governors to contact Sarah Johnson and book their sessions for the Annual Departmental Reviews	Completed
20.3	To review Terms of Reference, ensuring that there is reference to Covid-19 included	Completed
22.	To undertake exclusion training	Seven governors took part at the recent training, adding to a wider pool of governors available to sit on GDC panels.

Minute reference	Formal agreements and/or actions identified	Status Update
23.	To complete the Alternative Meeting Attendance Options form and return to Governor Services	Completed and on GovernorHub. Adjustments made to include virtual meetings.
27.1	To arrange a meeting with specific Governors regarding proposed restructure	Completed. Panel have been met and discussed rationale for restructure and will meet again in the new year. A special FGB meeting will need to be arranged for governor's approval and sign off.
27.2	To undertake a review of the GDC process within the school	Deferred to the new year.

5.3 Committee Updates (All minutes are available on Governor Hub)

5.3.1 Resources Committee 12 October 2020

The Chair of the committee summarised the key points:

- Levels of sickness and the dashboard. The Headteacher confirmed that as the SAM monitoring system had only just gone live, data was not yet available.
- Issues with Kier. Item 24 on Governor Hub provides Governors with an insight into the complex contract structure.
- The Local Authority has contracted with Academy Services Waltham Forest (ASWF) which goes back to 2004 and runs through to 2036. ASWF is a Special Purposed Vehicle (SPV) setup by HCP Limited and is a shareholder. The other shareholder in ASWF is Innisfree (Financial Lender) which is also the largest shareholder in HCP. Keir is the Facilities Management (FM) provider and is contracted by ASWF.
- It was noted that it will be challenging to exit the current contract and the best option is to continue to work with the LA and Kier to deliver a satisfactory service level.
- SJS is continuing to work with Craig Egglestone (LBWF - Director of Capital Strategy and Portfolio Management) and Andrew Hill (LBWF - Interim PFI Contracts Manager) to try and get a better outcome for the school. SJS will keep Governors updated with his progress.

Q. *The LA has a contract with ASWF who has subcontracted to Kier. What is the accountability of ASWF and are there any financial penalties?*

A. *Any under performance against each KPI carries a financial penalty. The LA has negotiated a KPI review / interpretation of current KPI's to be able to further enforce under performance penalties. HCP delivered a Performance Improvement Plan (PIP) to Kier in October 2020. HCP has invited the LA to a feedback session on the PIP between the Kier board and HCP in early January 2021 and this will be shared with all schools under this contract arrangement. There are currently eight schools in WF including Heathcote School).*

Q. *Is Kier selling off their Facilities Management arm? Where does that leave us?*

A. Another provider would need to come in and take over, which could be a good alternative. They have appeared to have stabilised financially. They see Education as a core business.

SJS is leading on the issue and will update Governors will developments. Suzy also kindly offered to help and approach her procurement contacts with the LA.

5.3.2 Behaviour & Personal Development Committee 30 November 2020

The Vice-Chair highlighted:

- Exclusions – data to be analysed at the next meeting and all Governors will be updated at the next FGB Meeting in March 2021.
- Agenda for 25 January will include presentations from HoYs and SENCO.
- 15 June meeting - Careers Policy was agreed with minor amendments, but still requires ratification by FGB.

5.3.3 The Quality of Education Committee

The Chair highlighted:

- Headteacher was in attendance and Natalie and Suzy have joined the committee.
- JHS was duly elected Chair, but the committee agreed not to appoint a Vice-Chair his year.
- Discussed training and set inset dates and training for staff on Google classroom.
- Presentation on School Improvement Plan.
- Presentation from Narrowing the Gap Team. Thanks to Laura and Miriam for a detailed presentation.
- Approved the Remote Learning Policy.

It was noted that the Committee had not elected a Vice-Chair this year, as they felt they did not need one. The Terms of Reference will be amended to reflect this.

ACTION: JHS

Andre Henry left the meeting for the following item due to a staff confidential item

5.3.4 Pay Committee

- Lauren was the elected Chair for this committee.
- Governors noted that the process this year had been different due to Covid-19 as guidance issued from the DfE and Unions stated that teachers could not penalize teachers because of Covid-19.
- Following a presentation from the Headteacher, all those recommended for an increase, did receive an increase of 1 spinal column point.
- Lauren has since visited the school to conduct a sampling exercise, which will be carried out each year and presented to the Pay Committee.

Andre Henry rejoined the meeting

6. **RATIFY COMMITTEE TERMS OF REFERENCE**

6.1 Terms of Reference were ratified for the following committees:

- Resources Committee
- Behaviour, Attitudes & Personal Development

- Pay Committee
- HT Performance Management Panel

Minor amendments to be made to the ToR for the Quality of Education Committee.

7. HEADTEACHERS REPORT

7.1 The Headteacher's report had previously been circulated to Governors and was on Governor Hub, for information. Questions had been raised by Governors prior to the meeting and the Headteacher verbally responded to these as she addressed the key points in her report.

Q. Referring to page 30, Alternative Provision, you mentioned there has been disruptions. Is the school sufficiently resourced to cover the provisions and meet our obligations in the SLA?

A. Those are figures for sending children out to alternative provision.

Q. There is no mention of Mental Health in the HT report. Has there been an increase in staff worried about their mental health? Do staff have the ability to raise issues if they are worried?

A. Have undertaken surveys and established a well-being group for staff and pupil well-being lead. All staff have access to the Employee Assistance Programme. Have worked closely with NEU and also provided a number of well-being activities such as yoga and staff breakfast. Will report in next FGB meeting in Headteacher report.

Q. How many pupils are refusing school due to Covid-19 anxiety? What is the impact for those students?

A. This is difficult to answer. We have recorded 13 pupils out due to anxiety around the situation. We are constantly working with the inclusion team and get them back into school. It is recognised that we could do more analysis, but it is a changing and complex picture and it is hoped that we will have more strategic time to do some analysis in the new year.

Q. What proportion of lessons are being taught remotely by staff who are off on SI? Is the delivery of the lesson from home common practice yet?

A. Due to the recent LA instruction to close schools, all lessons are now taught remotely, so unless a teacher is ill or has childcare issues, the expectation now is that 100% of lessons are delivered live. A lot of research suggests full live lessons are not the best way to teach children remotely.

Q. Excellent to see the communication to reduce PAN. Do you have any idea when the LA will make a decision on the application to reduce to 180? Could we expect this to be approved for September 2021?

A. This has now been agreed and is an agenda item for this FGB meeting.

Q. Is there any pattern in the staff absence/sickness? Is it Covid-19 related? How does it compare to 2019/20 data?

A. There is specific data in the report, but there is more work to be done once the Sickness Absence Monitoring is in place, which will also show the impact of Covid-19 absence on the school. The Headteacher pointed out that it has been challenging to do strategic work due to amount of operational issues during the pandemic. The HR manager's workload has been phenomenal this term.

Q. Are there any current plans to invite external students to taster days? Will there be some virtual provision/blended teaching?

A. Not at the moment. Our priority is to retain as many of our current Year 11 pupils as sixth formers. If numbers are down, we will consider this.

Q. Would it be possible to see an example of the knowledge organiser? How will the impact of using KO be evaluated?

A. Copies to be sent to JH, BT, LM and SS.

Q. Rosenshines Principles - Interesting to see so few of the staff feeling very confident (L5) when integrating the principles into their teaching. Are there plans to improve this? Also, is the graph in %? I want to make sure I've interpreted the data correctly.

A. 60% are confident and of that 60%, 80% are higher. Happy to discuss outside of meeting.

Q. What do you attribute the improved punctuality figures to? It's a huge drop, which is great.

A. This is due to the staggered start to school. The school need to reflect and consider whether this is something to retain after Covid-19.

Q. APU - How has the running of the unit worked for your LT. How has Sonia managed the extra workload?

A. It is quite sad to see so many staff reporting a poor work-life balance. Why is this? Can the school do anything to help? Following the staff survey we were led to believe we would have national data to compare it with, but that is not the case, so there is little to compare to. We have done some quick wins and we will pick this up after half term with the elected staff wellbeing champion in place.

Q. Most staff report that they are not taking breaks. How can the school encourage/facilitate this?

A. The staff survey started before half term and raised mainly operational things which were ironed out. This issue is difficult to solve due to (a) break between 12 – 2 doesn't work in covid-19 timetable and on specific days. Every member of staff was told about the timetable and breaks and were to speak to their line manager and we would solve, but nobody came back to us.

Q. Exclusions and referrals to IEU - noted disproportionate representation of some ethnic minority children within the IEU - any analysis done to account for this?

A. We are still working on this analysis and the BAPD Committee will be looking at this in more detail.

Q. Noted that work ongoing to assist those children, no mention of work with teachers to eliminate possible bias or other difficulties. What analysis has been done to identify the triggers which have prompted these referrals?

A. We will be looking at good training for all staff in the new year, particularly looking at whole staff training around diversity.

Q. Destinations of pupils noted numbers into further education, no mention of numbers into science based or technical education is there a further breakdown available bearing in mind the schools advertised specialism?

A. *We are a STEM school by name only, we do not get additional funding to support this. Consideration needs to be given to a name change in the future. Out of 6th form destinations currently known at the moment 27 look like they are heading to a STEM next pathway.*

Q. *Noted support given to children, is there similar wellbeing support being offered and taken up by school staff?*

A. *Yes and staff know how to get that support. In the new year we will remind them again, and will also introduce the new Mental Health Lead.*

Q. *Interventions -is the school accessing any of the new monies available from central government to provide extra catch-up tuition?*

A. *Yes and money has been received. Plans are in place to spend and a full summary will be given to governors on how this has been spent and the impact on outcomes*

Q. *Have we tried to gain extra IT resources, i.e. Laptops from local businesses or public sector operators?*

A. *No IT resources, except through a Chingford local group, although we did get 60 Chromebooks from the DfE.*

Q. *Where lessons are delivered remotely & virtually are these being recorded for quality and use more widely within the school? Are schools sharing examples of virtual lessons?*

A. *No because we are all dealing with supporting staff internally. We are hoping teachers will record and share with others, but this will stay in school.*

Q. *Can we explain the reasons why we have changed the protocol for the time spent by children in the IEU?*

A. *Changes were made to the Behaviour Policy to reduce the time spent in IEU because of the loss of learning time by pupils.*

Q. *Looked after children statistics - Are there any figures regarding pupils in private fostering arrangements within in the school?*

A. *I don't believe we have any at the moment, although we always ask parents to raise this. We will ask again during the year.*

As a result of London going into Tier 3, the school had received a late call from the LA advising that schools would be closing on Tuesday 15 December, therefore, information contained in the report was now irrelevant. Similarly, there were currently 16 pupils and 14 staff Covid-19 cases, 3 of which were in Year 8 today, which meant that the data in the Covid-19 section was also out of date.

Governors thanked EHN for all her hard work.

8. COVID-19 RISK ASSESSMENT UPDATE

8.1 EHN advised that it had previously been agreed to meet every three weeks to go through the risk assessment and a meeting was to be held tomorrow (15 December). The school will make changes, particularly in cross referencing with the new guidance from the DfE on ventilation and windows and will meet again at the beginning of next term, 5 January.

- 8.2 EHN advised Governors that she could not see the current bubble system or timetable changing before the end of July 2021 and questioned whether the school would be opening normally on the 5 January 2021.
- 8.3 In light of the direction from the LA, from tomorrow, 15 December, staff have been told they can teach from home or come into school. All SLT members will be in school. Support services staff are being asked to initially come in, prior to assessing whether they can work from home. The risk is minimised as there will be no children in school with the exception of the children of 7 key workers.

9. PAN REDUCTION (Available on Governor Hub)

- 9.1 EHN advised that confirmation of approval had been received from the Adjudicator today to reduce Year 7 entry from 8 forms of entry to 6 forms of entry from September 2021. This will reduce pupil numbers from 240 to 180.

The LA have a larger consultation out for a number of schools and Heathcote will be included with the rest of the borough for a reduction in PAN for current Year 5 pupils. Therefore, the agreement will become permanent once the second consultation in 2022 is approved.

The current Year 7 numbers are below 180, but an application to reduce the PAN cannot be made until they move into Year 8. Governors will then be asked to support this reduction to 180. This will result in a PAN of 180 in all but two years of the school.

The reduction in PAN will represent a challenge to the school as they have three buildings, one of which was built to house Year 7 pupils only. The main challenge being the Keir contract and the operational running of the site and be ability to plan financially, which is why the curriculum and associated staffing needs to be resolved by January 2021.

Q. This represents £200,000 of lost income, how are we going to mitigate this loss year on year?

A. The growth fund was in place up until now to support us but is coming to an end which means we will then only be paid per pupil. The Resources Committee will drive the financial strategy which now needs to be worked on. The LA are in support of the reduction even though the drive for this has been from the school and all decisions have been made with this in mind. The aim now is the get the curriculum sown up by late January, in order to determine staffing needs. What is expensive is running 7 forms of entry, running 6 is very cost effective. Budget forecasting shows that without taking this action, the school could be running a deficit budget of £2.5M to £3M over the next five years.

Governors **approved** the PAN reduction.

10. ALTERNATIVE PROVISION CONTRACT (Available on Governor Hub)

- 10.1 Governors noted that the facility is now up and running. Lauren and Barry are the nominated lead Governors. Ms Close had reviewed the Service Description, but there is an outstanding question around the SLA. Questions had been raised by Governors which are held on Governor Hub. Sonia Close has responded to these questions and these will be sent to MAL/SJS for further discussion at the next Resources Committee in January 2021.

Q. Where does the responsibility lie? Are you happy with the channel of responsibility?

A. That is difficult to answer as this is a new model and I am not sure all questions have been ironed out. Alternative Provision was always run by the LA previously. Although it is accepted that it is a positive move to outsource this provision to schools. For instance, the spare building is a prime building to be offered. We have a good relationship with the LA, particularly those who have commissioned this provision, and we are working in partnership with them and accept that we are designing this together.

Governors noted that it was place led funding at **£10,000** per child and the unit was based in the new building.

Governors **agreed** to defer the AP contracts to Resources Committee.

11. HEALTH & SAFETY AT SCHOOL

11.1 The SBD gave a summary of the recent Premises H&S audit which overall went well, it was recognized that the school had good practices in place. The following issues were raised:

- Trees survey
- Water risk assessment
- Areas around DT
- Maintenance checks

The report has now been received and will be discussed at the next Resources Committee in January.

Governors noted that the school pays for H&S advice from the LA, whose representative is a very supportive person to the school, who is very practical and experienced. He is very precise at what actions the school needs to take, and these will be rectified ASAP.

Governors were appraised of the recent flooding to the school. The Headteacher has written to the LA and forwarded the video footage, with a request that the LA take responsibility for signing off the building that it is fit for purpose when it rains.

A Governor raised concerns that the recent H&S audit had declared the building fit for purpose but that the flooding had now negated this in terms of water and electricity. However, it was explained that the audit concentrated on different items and had the school been aware of the potential risk of flooding then they would have ensured that the H&S representative was shown the area.

Q. What measures are being taken to ensure it doesn't happen again. Who is checking the work Kier have done before?

A. That is the question I have raised of the LA.

Q. Are we happy that the school is safe and fit for purpose for our children to work from now?

A. Engineers, tradesmen and others were in school all weekend and there have been constant updates from Kier on rooms that could be used. I would not have opened the school if it had been unsafe.

12. CHAIRS ACTION (available on Governor Hub)

Governors noted that approval was given by the Chair on the 30 November for the school to undertake remote learning and set work on Google Classroom on the 4 and 7 December in order to give teachers experience and confidence in delivering live teaching remotely in the event of bubble closures or a further lockdown. In addition, Heads of Year Groups used this time to record a virtual event for parents which went live on the 5 December 2020.

13. SCHOOL IMPROVEMENT PLAN (available on Governor Hub)

The Headteacher requested that Committees in January consider the rag rating of the SIP as governors need to hold to account QoE and BAPD in terms of progress.

The Headteacher appraised Governors of the strategic progress which had been made over the last term.

14. FEEDBACK ON SKILLS ANALYSIS

14.1 MAL presented the Skills Analysis Matrix and highlighted the areas that were red and orange. Overall, there was good coverage, and he was pleased to see the number of governors who were taking up training and encouraged more governors to sign up to the training offered by Governor Services, which is included in the SLA.

14.2 Governors noted that the structure would need to be reviewed at the end of next year to determine that it was still fit for purpose.

14.3 Some Governors raised concern that there appeared to be some data missing from their profiles. Also, the recent Exclusion training records had not been included.

ACTION: Chair to obtain a correct update from Governor Services.

15. LINK GOVERNOR REPORTS (available on Governor Hub)

15.1 The Chair presented his report following his recent H&S visit. He reminded Governors that the template for link reports was circulated previously and should be used when reporting back on link visits to the school.

15.2 The school's NEU H&S Rep, Suzie Sarman, has asked to attend the start of Resources Meetings to provide an update.

15.3 The report to be amended to reflect that the Headteacher does a weekly staff briefing, where H&S are raised, although these are not happening at the moment due to Covid-19. All staffed are trained on H&S issues at the start of each term and anything relevant is included in the staff bulletin.

The Chair noted that the site staff were doing an excellent job of keeping the school clean and formally recorded his thanks.

*Q. Has funding been secured from the LA for the additional cleaning of the school?
A. This has been agreed up until the 15 January, but it was felt that the LA should continue with this funding until Kier can provide adequate cleaning. Kiers definition*

of cleaning the sports hall is very disappointing as they only carry out a spot wash. However, the KPI is so vague with inappropriate wording to cover this task.

Governors questioned how they could support the school to get the cleaning carried out properly. It was considered that the KPIs needed to be re-written and made tighter and MAL/SJS agreed to take this matter up with Robin Hill and Craig Egglestone.

The Chair thanked the SBD for supporting the visit.

ACTION: MAL/SJS

16. BUDGET MONITORING REPORT

16.1 Budget

The SBD summarised the following:

- Q2 return had been prepared mid to late Oct for the first half year and it is hoped to have approximately **£58,000** surplus by year end.
- There are no changes to date, unless something unexpected comes along.

Q. *What could impact the budget?*

A. *The main risk, outlined in note 5, is staff sickness and what supply is needed to cover absence. Up until last week we had only used 50% of that budget so it is unlikely that we will use the remainder 50% between now and end March 2021. Cover supervisors are being utilised to prevent the need for supply staff.*

*At the time of doing the budget, it was unknown how much funding the school would get for teachers pay and pension, so this was based on estimated figures. The school have now received the full funding and it came in very close to what was forecasted, and the SBD is now happy that this is no longer an area of risk. For this current financial year, the school received **£338,000** for April 20 – March 21 and this will help pay for increases between now and end March.*

*The school had submitted a claim for **£11,000** for Covid-19 related costs and received **£4,000**, but do not expect to receive any more as the criteria for eligibility is very tight. The school did not incur any premises costs and all other categories are not eligible for grant funding. This claim was outside of Covid-19 catch up funding.*

Q. *Now that we have agreed the PAN reduction, what part of the budget is the extra we are given, and what will the budget look like once the PAN has been reduced?*

A. *It is in IO1, within the **£9.2M** figure and is delegated funds from the LA. We received **£190,000** growth funding this year and we have one more year to receive this funding. If we did not have growth funding, we would be in a negative budget.*

Q. *When we get down to PAN figures would we be looking at a deficit budget of around **£60,000** per year?*

A. *It could possibly be more than that if we lose growth funding and get lower numbers of pupils. The deficit on the 5-year plan could be as much as **£0.5M** in the next 2 years, if we don't make savings on staffing and premises costs.*

Q. Whilst apply for PAN reduction, have we not carried out some work on financial implications?

A. Between now and September 2021 we need to work out the budget implications of this. The first stage is to look at curriculum costs and work from there.

Governors again raised concerns that the PAN reduction had been applied for without working out in advance what the financial implications were and were reminded that the school had known for some time that pupil numbers were never going to be achieved. With subsidy coming to an end this will severely impact the budget.

It was clarified that the Growth funding would be received from April 21 – March 2022. During that time the school will need to look at the detail on the implication of a **£240,000** loss as a reduction on PAN, based on running costs and financial implications. It was accepted that this will be a hugely challenging time, as the school were already in financial difficulty and do not have reserves to rely on.

Q. Did you do any kind of modelling on what the implications for the PAN reduction are and how this could be mitigated?

A. The budget plan for the next 3 -5 years, indicates that the financial gap is getting bigger if we do not get pupil numbers and the growth fund stops next year. We are not starting from a zero position, we have been working with the LA, as school in financial difficulty, we have considered different models, different use of building, taking on the alternative provision contract. Until this point the LA had always reassured us that the numbers would come, and we would be 8 forms of entry, they have now admitted that their forecasting was inaccurate, and they have undertaken an exercise across a number of schools in the borough to look at pupil numbers. The real planning needs to start now.

Q. Is it possible for the LA to review funding due to the fact that they over-forecasted the numbers?

A. There is no funding available. They work with us openly and as a maintained school they will support us, as any debt is theirs as well as ours.

16.2 Cash flow

At the end of November this was **£607,000**, which is the highest it has been all year but that was due to the payment for teachers pay grant. It has regularly been at over **£400,000** all year and is managed very carefully.

17. **EXCLUSION FOCUS SESSION**

The Chair advised Governors that Exclusions needed to be considered as part of the agenda at every meeting. Governors agreed that as sufficient time needed to be put aside to properly discuss this item it should be deferred to the next FGB.

The following points were raised:

- It should be determined what the school should look like in terms of behaviour
- What was the vision, ethos and philosophy around exclusions?
- mission statement
- How can the number of exclusions be driven down?
- Governors who sit on GDC panels to be given the opportunity feed in their concerns, recommendations and comments

- The remit of looking at this should fall within the BAPD Committee
- The staff governor to be given a voice in order to give the school's perspective
- The next steps needed to be clarified

As MGE was not in attendance, SJS agreed to discuss with him whether he would lead on this piece of work and to draw up terms of reference. Part of this process would be for SJS/MGE to arrange a workshop, with an external facilitator, to enable an in-depth discussion and brainstorming session with governors, with a view to compiling a plan for presentation to the FGB.

ACTION: SJS/MGE

18. AUDIT UPDATE

18.1 Accessibility report

This item had not progressed as the school were still obtaining quotes and awaiting feedback from the LA as to whether some actions had to be carried out.

18.2 Premised Audit

The report on the recent audit will be shared with Governors at the next Resources Committee meeting in January.

18.3 Finance Audit

Following a delay, this audit commenced on 14 December 2020. A three-page document was sent to Governors on what the audit would be focused on. All the items had been actioned by the school.

19. ANNUAL GOVERNANCE STATEMENT

Governors agreed the document which outlined the impact of governance on the school and summarized what work had been carried out in the past year. The document will now be published on the school's website.

ACTION: Sarah Johnson to complete this activity.

20. ICT

20.1 Purchase of Chromebooks for pupils and staff

Quotes had been received from the following suppliers to purchase 96 Chromebook for the school:

Quotes for HP Chromebooks	Joskos (incumbent)	Hayes IT
	11 G8 11.6" LED Screen - AMD Processor - 4GB RAM - 32GB MMC Storage - Chrome OS	HP 11A G8 Education Edition AMD A4 912C
	£	£
128 Chrome books	20,016.00	21,392.64
Chrome management licences	1,608.00	1,608.00
6 Chrome book trolleys	4,170.00	4039.68
	25,794.00	25,480.32
Professional fees	2,800.00	1,530.00
Total	28,594.00	28,570.32

Q. *Why is the school purchasing these and not leasing them?*

A. *There are rules around leasing, plus the expenditure is out of the capital budget, which if not spent will be lost. The school had previously been offered 112 Chromebook by the DfE, to be allocated to pupils at home. During lockdown the school gave out approximately 100 of their own laptops to those who had nothing at home. These new Chromebook will be used in school by all departments and will be stored in the trollies and accessible to members of staff to support learning in the classroom.*

Governors **agreed** to purchase the Chromebook and trolleys at a cost of **£28,594** from Joskos.

21. REVIEW POLICY CYCLE

Governors noted this was available on Governor Hub.

22. RATIFICATION OF SCHOOL POLICIES

22.1 Governors noted that all these policies had been reviewed at the relevant Committee and were standard LA model policies.

- Examinations Policy
Governors ratified the policy
- Pay Policy
Governors ratified the policy
- Remote Learning Policy
Governors ratified the policy
- Appraisal Policy
Governors ratified the policy
- Supporting Students with Medical Conditions Policy
Governors ratified the policy
- Careers Policy
Governors ratified the policy
- Governors ratified the following Financial Policies, including:
 - Statement of Internal Control
 - School Financial Regulations
 - Scheme of Delegation
 - Whistle Blowing Policy

23. DATE OF NEXT MEETING

23.1 29 March 2020 @ 7PM (VIRTUAL)

23.2 Agenda Items

- Length of FGB meetings
- Exclusions
- Governing Board Annual Cycle

24. ANY OTHER BUSINESS

24.1 These were deferred until the next meeting.

EHN, AHY and JVZ left the meeting.

24.2 Governors raised concern at the length of time of the meeting and were mindful of the wellbeing of staff in attendance. Governors were asked to provide any ideas to the Chair to be circulated for brainstorming in the new year.

24.3 The Chair also reminded Governors to ensure that documents that are published on Governor Hub are read before attending meetings and questions should be asked in advance. This is one way of making effective use of time and ensures that discussions are focused on exceptions and hot topics.

24.4 Governors thanked EHN and her staff for all their hard work and wished her best wishes for the Christmas Break and stressed she needed to rest. This was also extended to MAL for his hard work and commitment as Chair.

The meeting closed at 10.15 pm

CHAIR (Print)

..... (Signed)

..... (Dated)

Chair's Initials:
