

Bristol Hospital Education Service
Meeting of the Management Committee
Held in person at Falkland Road
Term 3, Wednesday 24th January 2024, 5.00pm

FINAL MINUTES OF MEETING

<p><u>Governors Present</u> Jude Bramton Xavier Clark (from Item 2 – 1715) Sean Lancaster (from Item 4 – 1740) Sarah Prouse (from Item 2 – 1705) James Ralston David Sawyers Philippa Scholar, Headteacher (from Item 6 – 1810) Dan White Jacqueline Ward-Warren</p>	<p><u>In Attendance</u> (non-voting) Patricia Varano, Bursar (until Item 6 – 1755) Keira Stobie, Clerk</p> <p>Quorum = 5</p>	<p><u>Apologies</u></p>
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ACTIONS GRID from the T2 meeting

AGENDA NUMBER	AGENDA ITEM	ACTION	RESPONSIBLE PERSON
1	Welcome	KS to re-confirm meeting dates with XR.	KS
1	Welcome	All Governors to complete the annual Self-Certification process on Governor Hub.	ALL GOVERNORS
1	Welcome	KS to update all records to reflect the election of DS to the MC as Chair.	KS
3	GCSE Data	JB and SA to discuss potential analysis of historic intake data.	JB/SA
3	GCSE Data	SA and DW to explore GCSE data in greater depth as part of Link Governor meetings.	SA/DW
3	GCSE Data	PS to consider adding long term capacity planning and how Governors can support this as part of the SDP.	PS
2	Head's Report	Staff and Governors to aim to submit reports on Governor Hub by the end of the Friday before the relevant MC meeting.	STAFF AND GOVERNORS
4	Governor Recruitment	KS to post updated advert on Inspiring Governance and notify Governors when available.	KS
4	Governor Recruitment	Governors to feedback to KS regarding updated Inspiring Governance advert.	ALL GOVERNORS
5	Link Governor Work Plan	KS to clarify Safeguarding reporting requirements with GDS.	KS
5	Link Governor Work Plan	JR to share potential templates for the Head's report with PS.	JR

7	Policies	SLT to upload policies for approval onto Governor Hub by the end of the Friday before the appropriate MC meeting.	SLT
7	Policies	KS to include the Lockdown, Capability of Staff, Examination Contingency Plan and Governor Visits Policies as items on the T3 MC meeting agenda.	KS
7	Policies	PS and GB to discuss providing access to policies undergoing review, the policy tracker and SDP for Governors.	PS/GB
8	Clerk's Business	KS to publish updated Governor Roles and Responsibilities.	KS
8	Clerk's Business	DS and KS to work on streamlining documentation held on Governor Hub.	DS/KS
9	Review of minutes from the previous meeting and matters arising	JR to mark as signed final minutes of the T1 meeting on Governor Hub.	JR
9	Review of minutes from the previous meeting and matters arising	All Governors to send KS introductory biographies and accompanying photos.	ALL GOVERNORS
9	Review of minutes from the previous meeting and matters arising	KS to include review of introductory biographies as an item on the T3 MC meeting agenda.	KS
9	Review of minutes from the previous meeting and matters arising	JB and GB to discuss most appropriate use of Prevent Self-Assessment tool.	JB/GB
9	Review of minutes from the previous meeting and matters arising	PS and DS to discuss objectives set as part of the Head's Appraisal process.	PS/DS

Item	FINAL Minutes of Meeting
1	<p>Welcome (DS) Apologies for travel delays were received and accepted from SL and PS and the meeting was quorate throughout.</p> <p>It was noted that the Review of Minutes and Matters Arising from the previous meeting has now been brought forward on the agenda and it was agreed that given the multiplicity of topics covered each meeting an overall objective was not required.</p>

	<p><u>Pecuniary Interests and Self-Certification</u></p> <p>No updates or changes were reported at this meeting and Governors were reminded to complete outstanding declarations and confirmations on Governor Hub.</p> <p>ACTION: All Governors to complete the annual Self-Certification process on Governor Hub.</p> <p><u>Training</u></p> <p>None had been undertaken since the previous meeting.</p>
2	<p>Review of minutes from the previous meeting and matters arising (DS)</p> <p>SP joined the meeting at this point.</p> <p>DW had arranged a Link Governor meeting with SA for T4 and it was felt that discussing the potential analysis of historic intake data here might be suitable. Alternatively, this could be covered within a future Head's Report.</p> <p>ACTION: DW and SA to include discussion of potential analysis of historic intake data as part of T4 Link Governor meeting.</p> <p>XR joined the meeting at this point.</p> <p>In light of advice from GDS, it was agreed that Safeguarding would feature on every MC meeting agenda, either as a report from the Safeguarding Governor or within the Head's Report, and the improvements brought by the new format adopted for the latter were noted.</p> <p>While the majority of documents had been available in good time prior to the meeting, in order to prevent any confusion in future, it was agreed that a copy should be uploaded into the relevant folder for that term's meeting, even if an original was also maintained elsewhere.</p> <p>ACTION: PS to feedback to GB regarding posting of all documents required for an MC meeting within the specific folder for that meeting.</p> <p>Updates on accessing policy documents was covered under a subsequent item, and an update on Governor biographies was requested from GB.</p> <p>The school was aiming to complete a Prevent Risk Assessment by Easter and before this the use of the Governor Prevent Self-Assessment tool would not be relevant.</p> <p>Further discussions were required to continue planning for the Head's Appraisal process.</p> <p>ACTION: DS to coordinate planning for the Head's Appraisal process.</p> <p>The minutes were accepted as an accurate record of that meeting and the RAG rated actions can be found at the start of these minutes.</p> <p>Proposer: DS Secunder: JR Agreed unanimously.</p> <p>ACTION: DS to mark as signed final minutes of the T2 meeting on Governor Hub.</p>
4	<p>Finance Report (PV)</p> <p>Due to continued travel delays, this item was brought forward.</p>

Due to the unique nature of BHES, it was agreed that a separate introduction to the wider financial context of the service would be arranged for those new to the MC or wishing to extend their understanding of this area.

ACTION: PV to arrange a hybrid meeting for all Governors to explore the school's financial situation with SS in February.

The financial forecast given within the report did not appear favourable and this was primarily due to huge increases in staffing costs necessitated by a continued escalation in student numbers. The deficit predicted is in spite of the charge per day increasing from £25 (twenty five pounds) to £35 (thirty five pounds), the teaching fee per hour increasing from £50 (fifty pounds) to £75 (seventy five pounds) since September 2023 and the number of students with EHCPs now reaching approximately 80.

It is still hoped that an additional charge, applicable to those students on roll within Bristol, can be applied from April 2024.

Governor Question: Was the proposed additional charge included in these forecasts?

It had already been factored in.

Governor Question: Were these additional charges designed to purely cover staffing costs?

Even with the recruitment of additional permanent staff, some overtime and supply costs had still been envisaged. It had been assumed that the addition of more permanent staff would see these reduce, however, they had actually increased.

Governor Question: These predictions seem to follow a trend seen in previous years, where initial forecasts of deficits are contradicted by an eventual excess. Does this indicate some flaw within the forecasting mechanism?

Unfortunately, BHES has to accept all students who meet the rigorous criteria set for referral. This leaves invoicing the only area within the school's control, hence the recent changes made. However, it was agreed that this complex situation underlined the benefit to Governors of a more in depth overview of the financial aspects of the service.

Governor Question: It appears that the expenditure at Q3 is approximately £400,000 (four hundred thousand pounds) less than that budgeted for. Should this be covered by the new charges?

The school sends out invoices every two terms in order to allow time for the cost per student to be individually calculated. Income is always received according to a regulatory schedule the school cannot control, which means it is received a quarter behind that in which it was effectively spent. What might be possible is to change the way it is reported to Governors in order to give a more realistic idea of developments throughout the year.

Governor Question: What risk does a deficit of this size introduce? Is the school under any obligation to take measures to reduce it to zero?

Contradictorily, the school's revenue surplus is currently considered too high and there are restrictions on what the school can spend it on, even though a deficit is predicted. The school is allowed to carry over this surplus, but, even taking this into consideration, the five year projections are still unfavourable. Should the proposed additional charge not come into effect, or not address the situation adequately, then the school would need to look at moving towards a Management of Change process.

SL joined the meeting at this point.

Governor Question: What is the target for the school's operating reserves?

This is specified as a percentage of its income, and holding above a certain percentage, which is the position that the school is currently in, is discouraged.

Governor Question: Is there any model for removing the deficit?

The introduction of the additional charge was intended to address this, however, it has also resulted in some additional expenditure this year as well.

Governor Question: Why are costs predicted to increase so much in future years? For example, it appears that those predicted for 2024 – 2025 will be 37 % higher than the equivalent in 2023 – 2024.

This is a combination of employing additional permanent staff alongside the current substantial overtime costs taking longer to reduce than anticipated.

Governor Question: Are staff paid at a higher rate when working overtime?

All overtime hours are paid at the standard rate.

Governor Question: This year saw the introduction of an additional SEN related TLR point for all staff. This would have hugely increased staffing costs, and yet, while this SEN related TLR point will be maintained in future years, it is not envisaged that any cost increases of this scale will be incurred in the near future, so why is there an increase of approximately 37% forecast?

Governor Question: Why has the forecast changed from predicting a deficit of less than one million pounds to predicting one of over two million pounds between Q2 and Q3?

This is purely down to the influx of students being so overwhelming and the resulting escalation in teaching hours required.

Governor Question: Can the school accommodate these student numbers?

The school does not have an operational capacity and is required to teach all those referred who meet its criteria. The funding received from the DfE is not dependent on numbers, and has largely remained static, other than an anomalous recent increase of £80, 000 (eighty thousand pounds). All other income must be obtained through invoicing where required. Even when a student has an EHCP, their on roll school retains a large percentage of the additional funding associated with this.

Governor Question: If a deficit was being predicted in spite of introducing an additional charge, did this indicate that the proposed charge was too low?

There were also issues with assigning this funding, because the additional charge would appear to grow the school's surplus, which would then be taken in to the High Needs block, from where the school would need to reclaim it.

Governor Question: What are the expected implications resulting from submitting this Q3 return to the LA?

Changes will be needed, as the school is obliged to teach all students meeting referral criteria and, as the revenue received and staffing required is fixed, this situation will need to be escalated higher within the LA. Unlike mainstream schools, measures such as replacing retiring experienced teachers with more affordable EC teachers were unsuitable. It was also noted that submitting such a bleak economic forecast might strengthen the case for introducing the proposed additional charge.

Governor Question: Is the provision of five hours of tuition per week for those students following the one to one route a statutory requirement?

In theory it is, however, the school is currently struggling to provide just two.

The unique nature of the provision also meant that there were limited equivalents against which comparisons could be made, or from which good practice could be learned. The best approximation was believed to be a Welsh provision. Neighbouring LAs, such as Somerset, relied predominantly on online teaching.

ACTION: XR to attend meeting with PS, PV and SS scheduled before T4 MC meeting.

The Governors then voted to submit this Q3 return to the LA.

Proposed: XR

Seconded: SP

Agreed unanimously.

PV was thanked for all her work and then left the meeting at this point.

6 SLT and Link Governor updates

Due to continued travel delays, this item was also brought forward.

Safeguarding (IB)

The report for this term also covered students in receipt of PP and CiC and had been made available on Governor Hub prior to the meeting.

In summary, the CiC students were progressing as expected with respect to their needs and PP was only claimed for CiC students as the on roll school tended to retain this for all other students. If BHES did attempt to rigorously claim this, the level of income involved was predicted to be low. Currently, schools were requested rather than obliged to pay this to BHES and the funds received were channelled into bespoke projects.

ACTION: KS to clarify if details of PP expenditure needed to be published on the school's website.

PS joined the meeting at this point and added further details to the update on the Riverside site given. Governors offered whatever support they could provide and were thanked for what they had already given.

Teaching and Learning (SL)

This was an extremely positive meeting which underlined why the school had received a judgement of Outstanding from Ofsted. There was a clear record of evidence based training and development of staff, led by someone who genuinely cared. The recent restructure had provided a helpful sense of leadership in each discipline and inset sessions were proving engaging and constructive.

On reflection, a future learning point to be considered would be clarity of differentiation between policies and guidelines. While this could be challenging in some instances, avoiding confusion regarding what was essential and what was recommended could be especially beneficial for new staff joining the school.

SL was keen to see what had been discussed in action and would aim to hopefully visit the school in person before the next MC meeting.

Governor Biographies

ACTION: PS to request that a link to Governor biographies be sent to all Governors.

3 Head's Report (PS)

As research into examples of a standard format had proved inconclusive, a bespoke template had been created and it was hoped that this would cover all the key metrics required, including current targets from the SDP and their status. The T2 Head's Report had also been converted into this format to allow trends to be tracked across the academic year.

Governor Question: Given that for BHES patterns from one academic year tend to impact on the next, would it be useful to also have the T6 Head's Report available in this format?

ACTION: PS to make the 2022 – 2023 T6 Head’s Report available in the new format.

Governor Question: If the SDP is to be made available to Governors in its full format prior to each MC meeting, could the amount of information supplied in the Head’s Report be reduced to key take away points, such as targets met and those in danger of not being met on schedule?

This could definitely be considered.

Governor Question: The idea of a Link Governor for Attendance had been suggested at the Bristol Chairs’ Network. Was this considered appropriate at BHES?

The attendance of every student was scrutinised and RAG rated fortnightly and the overall attendance remained virtually static at 67% throughout the academic year. While this would be considered dreadful for a mainstream setting, in this context it is quite extraordinary, given that many students BHES work with have previously had attendance of 0%. In addition, this had not raised questions during the recent Ofsted visit and was comparable to levels seen in other similar settings. Therefore, it was not felt necessary to assign a Governor to focus on this particular area.

Governor Question: Which member of SLT had particular oversight of attendance?

As this was GB, the idea of including this area within existing Link Governor discussions was raised. However, it was agreed that all significant changes would automatically be highlighted within the Head’s Report.

Governor Question: How many new teachers had started at the school?

Four had been newly recruited, however, two were required to work through long notice periods and so would not start at BHES until after Easter.

The question of examining trends within the historic intake data and comparing these with data available from the ONS was returned to (initially covered under Item 2, prior to the arrival of PS).

Governor Question: Could this analysis form part of the ongoing future proofing of the school?

The challenge would lie in the categorisation of different types of mental health related referrals, as the classifications used by the ONS were not thought to be directly comparable. Also, while cases of some conditions appear to be tripling in number, these tended to be hospital, rather than community, based. However, awareness of the broad picture might be advantageous when making predictions related to a potential need for new premises.

5 School Charter (DS)

It was suggested that this would be an ideal initial project for the School Council that was currently being set up for the first time at BHES and would consist of a set of mission statements governing the purpose, behaviour and expectations of the entire BHES community. As the Governors were part of that community, they would be very welcome to contribute as well.

Governor Question: How many students were on the Council?

This had yet to be finalised, but was anticipated to consist of two students from each year group, which would be twelve in total, with participants from the one to one stream and representation from the Childrens’ Hospital as well. To achieve this, existing Student Voice channels would be used, as they were digital and fully accessible to all.

Governor Question: Do such bodies exist in equivalent settings?

None were known outside of mainstream schools where the Governors had experience of them being extremely valuable.

It was felt this offered considerable possibilities and would also be empowering to students. Taking students who had contributed to recent staff interview days to Ashton Gate football stadium was an

example of how the School Council might develop and Governors asked to be kept updated on the progress of this initiative.

Governor Question: Could this provide a route for students to contribute to MC meetings in future?

This would be something the students would enjoy doing and could perhaps be arranged through a pre-recorded video message.

It was also felt that it would be good to use this route or any other to increase the visibility of Governors within the BHES community, particularly given the challenges associated with recruiting Parent Governors. This made it even more important that families were aware of the MC and their role. The idea of Governor participation at forthcoming Family Support Evenings was also discussed.

Governor Questions: Were newsletters sent out to families?

As the routine was different at BHES to mainstream schools, social media channels were employed for general communication with families rather than regular newsletters and Governors could send messages via these as well. In particular, new Teacher to Parent software could be used to appeal for Parent Governors as the school's intake was constantly changing and therefore such messages would be worth broadcasting frequently.

Governor Question: Was there the possibility of offering more transient involvement with the MC as the traditional commitment associated with being a Parent Governor was challenging for the BHES community?

Although there could be potential confidentiality issues, the idea of looking more flexibly at involving families was felt valuable. It was hoped that the Family Support Evenings could allow those attending to register their views and also for information to be disseminated more widely through natural networking between families.

Governor Question: Would it be worth a Governor being in attendance at the Family Support Evenings, or even creating a Link Governor for Families?

This idea of outreach was still in its early stages and would continue to develop. The Governors expressed their willingness to help if and when appropriate.

7 Policies (DS)

Lockdown Policy

It was confirmed that this was based on a standard BCC template and that while some of the advice contained within it could appear conflicting, often situations could require multiple actions. However, it was noted that the policy contained only limited reference to threatening phone calls and it was felt prudent to address this.

ACTION: PS to arrange with GB to include greater detail on receiving threatening phone calls into Lockdown Policy.

Governor Visits Policy

As this was considered excellent for a particular type of visit, Governors decided to adhere to their own procedures when making Link Governor Visits, which were recognised to be substantially different in nature.

ACTION: PS to arrange with GB to address formatting issues within the Governor Visits Policy.

Policy Review Process

It was agreed that this would be paused until a suitable vehicle for sharing and reviewing was established and requirements such as tracking changes were available.

ACTION: PS to follow up Policy Review Process with GB.

8	<p>Clerk's Business (KS) <u>Parent Governor Recruitment</u> Discussed under Item 5 above.</p> <p><u>Website</u> The MC page had now been restored and re-populated with most of the data required.</p> <p>ACTION: PS to liaise with GB regarding necessary updates to the MC page of the school's website.</p> <p><u>Governor Self Certification</u> Discussed under Item 1 above.</p> <p>ACTION: KS to e mail Self-Certification instructions to Governors as required.</p>
9	<p>AOB and Close None were raised.</p>
	Meeting closed at 7.00 pm.

Signed as a true record:
Vice Chair of Governors
James Ralston

Date:

DECISIONS GRID

AGENDA NUMBER	AGENDA ITEM	DECISION
1	Welcome	Apologies were accepted
1	Welcome	Overall meeting objective not required
2	Review of minutes from the previous meeting and matters arising	Safeguarding to continue as a standing item on MC meeting agenda
2	Review of minutes from the previous meeting and matters arising	Copies of all documents required for a meeting to be uploaded into the specific folder on Governor Hub
2	Review of minutes from the previous meeting and matters arising	Minutes from the previous meeting agreed without amendments
3	Head's Report	Link Governor for Attendance not required
4	Finance Report	Q3 return to be submitted to the LA
7	Policies	Policy Review Process paused until suitable vehicle identified

ACTIONS GRID from this meeting

AGENDA NUMBER	AGENDA ITEM	ACTION	RESPONSIBLE PERSON
1	Welcome	All Governors to complete the annual Self-Certification process on Governor Hub.	ALL GOVERNORS
2	Review of minutes from the previous meeting and matters arising	DW and SA to include discussion of potential analysis of historic intake data as part of T4 Link Governor meeting.	DW

2	Review of minutes from the previous meeting and matters arising	PS to feedback to GB regarding posting of all documents required for an MC meeting within the specific folder for that meeting.	PS
2	Review of minutes from the previous meeting and matters arising	DS to coordinate planning for the Head's Appraisal process.	DS
2	Review of minutes from the previous meeting and matters arising	DS to mark as signed final minutes of the T2 meeting on Governor Hub.	DS
3	Head's Report	PS to make the 2022 - 2023 T6 Head's Report available in the new format.	PS
4	Finance Report	PV to arrange a hybrid meeting for all Governors to explore the school's financial situation with SS in February.	PV
4	Finance Report	XR to attend meeting with PS, PV and SS scheduled before T4 MC meeting.	XR
6	SLT and Link Governor Updates	KS to clarify if details of PP expenditure needed to be published on the school's website.	KS
6	SLT and Link Governor Updates	PS to request that a link to Governor biographies be sent to all Governors.	PS
7	Policies	PS to arrange with GB to include greater detail on receiving threatening phone calls into Lockdown Policy.	PS
7	Policies	PS to arrange with GB to address formatting issues within the Governor Visits Policy.	PS
7	Policies	PS to follow up Policy Review Process with GB.	PS
8	Clerk's Business	PS to liaise with GB regarding necessary updates to the MC page of the school's website.	PS
8	Clerk's Business	KS to e mail Self-Certification instructions to Governors as required.	KS