MINUTES OF THE FULL GOVERNING BOARD (LEADERSHIP AND MANAGEMENT FOCUS) AT HAVANNAH PRIMARY SCHOOL ON 12th MARCH 2026 at 4pm

Governors Present:	John Sherwood (JS)	Chair (*left the meeting at 6:05pm)*
	Kath Bennett (KB)	
	Maria Wilson (MW)	Meeting Chair
	Ann Holland (AH)	
	Bryony Milbourne (BM)	
	Olivia-Paige Everill (OPE)	
	Andrea Frost (AF)	
	Stef Williams (SW)	Headteacher (*left the at 4:56pm.)*
Also in attendance:	Emma Fearn (EF)	
	Sophie Slater-Baynes (SSB)	
	Ashton Yates (CLERK)	Clerk to Governors
	David Riddick (DR)	School Resource Management Advisor (recorded in Part Two. *Left the meeting at 4:26pm*)

PART ONE: NON-CONFIDENTIAL BUSINESS

The meeting started at 4:04pm and began with a report from the School Resource Management Advisor, David Riddick. It has been recorded under Part Two for reasons of confidentiality.

MW had amended the agenda to ensure quoracy at the meeting and items were discussed out of agenda order. The meeting has been reported in the original agenda order for the purpose of clarity in the minutes.

		Actions
1	**APOLOGIES AND ANY OTHER BUSINESS**	

	Governors were welcomed to the meeting by MW. Governors also welcomed the new parent governor, Andrea Frost, to the board. Apologies had been **received and accepted** from: Rachael Melville (RM), Matthew Bradley (MB), and Melissa Santos (MS) There were no items of additional business raised for discussion.	
2	**CONFLICTS OF INTEREST** No conflict of interest with the business of the meeting was noted.	
3	**MEMBERSHIP** a) The following changes were received to the membership of the board of governors: • The appointment of Andrea Frost as Parent Governor with a term of office from 23.02.26 – 22.02.30. b) Governors noted there is a vacancy for a co-opted governor. The board discussed co-opting BM. SW highlighted that it is advised that the board is not overbalanced by parents of children at the school, and it was confirmed that there are currently three parents on the board of governors. The appointment of BM as co-opted governor would leave another vacancy for a parent governor, bringing the total to four parents on the board. Governors unanimously **appointed** BM a co-opted governor with a four-year term of office from 12.03.26 to 12.03.30. **ACTION:** SBM to arrange a parent governor election. c) The following term of office is due to expire before the next meeting: • Bryony Milbourne's term of office expires on 27th March 2026. Governors appointed BM as a co-opted governor in agenda item 3b. d) SW confirmed that a Section 128 check and DBS check are in process for AF.	**SBM**
4	**PART ONE MINUTES AND MATTERS ARISING** a) The Part One Minutes of the FGB Leadership and Management focus meeting on 13th November 2025 were **confirmed** as a true and accurate record. The Chair signed a copy of the minutes, which were retained by the school. b) Governors reviewed the action log, and the following actions were discussed:	

	Ongoing Actions: **4.1** – Governors highlighted that they are encouraged to complete the GovernorHub evaluation Effectiveness Tool. It was noted that finance is an area governors have identified as requiring further training. MW informed governors that finance training from Chris Forrest at Forrest Governance Training has been uploaded to GovernorHub for governors to review. MW agreed to provide further finance training to governors alongside the School Business Manager (SBM). MW provided the following information to governors on finance: • Pupil numbers are the most significant factor affecting the school's finances, as children bring in basic per-pupil funding. The per-pupil funding is increasing by approximately £200 per child. Additional funding is received for Pupil Premium (PP), Education, Health and Care Plans (EHCPs), High Needs, Looked After Children (LAC), and Service Children. • The budget includes staffing costs, pay increases, and predicted national pay increases for staff over the next three years, which are expected to be lower than last year. The Local Authority (LA) have built in a 5% increase year on year for support staff. Free School Meals (FSM) and pension funding are also included. • Items not included in the budget are any potential government support to fund national insurance contributions or other grants. The 'Source of Funds' page, which includes annotations from the SBM, shows areas in green where the school received more funding and in red where it received less. The increase of £43.5k is not substantial but is a positive position overall. The SBM provided the following further information on finance to governors: • The Early Years block funding has been applied to the budget. • There is an overall increase in funds available (Delegated Budget and Pupil Premium) of £43,995. • SEND funding has decreased by £12k. • One child who was receiving Pupil Premium funding has left the school, which has presented a loss in the expected income. • The total increase in funding from April 2026 is £43.5k. Matters arising from the meeting on 3rd April 2025 **10.2** – SSB agreed to upload the data on SEND outcomes for 2024-25 to GovernorHub and advised governors that there is no comparative data available for non-SEND pupils.	**ALL GOVS** **SSB**

	15.1 – The SBM informed governors that the school website continues to be under review for compliancy. The SBM confirmed that the Governor Allowance Policy requires approval and that only the date requires updating. **ACTION** – To include the Governor Allowance Policy on the FGB Teaching and Learning agenda for approval. **ACTION:** SBM to send a list of policies requiring approval at the Summer FGB meetings. <u>Matters arising from the meeting on 13th November 2025</u> **5.2** – Governors discussed cyber security training, and it was confirmed that this training must be undertaken by governors every two years. The SBM informed governors that the training has been shared on the GovernorHub noticeboard. **9** – The SBM informed governors that concerns regarding the deteriorating condition of the school toilets continue to be under review. The SBM has contacted the Cheshire East (CE) Building and Statutory Compliance Manager, Peter Shallcross, to conduct a survey for the Condition Survey Grant. The SBM has also contacted the John Holford Charity to explore further support options. ***Q: How much could the school receive in a grant for toilets?*** ***A:*** *The SBM informed governors that a condition survey must be completed first. It is estimated that additional toilets will cost approximately £75k.* ***Q: Who governs the standards of the school's buildings?*** ***A:*** *The Local Authority (LA) are responsible for this. The SBM confirmed that Peter Shallcross is the CE contact for premises and property.* **11** – Governors discussed holiday request data, and the SBM confirmed that requests continue to be high. A small number relate to SEND pupils, as these families prefer to go on holiday during quieter periods. Some parents continue to take holidays without submitting a request form. <u>Actions arising from the meeting on 27th January 2026</u> **11** – Governors were informed that Helen Gorst, the School Improvement Partner (SIP), is scheduled to visit the school on 25th March 2026. An update will be provided to governors at the summer term FGB (Teaching and Learning Focus). **ACTION:** Clerk to include the SIP report on the FGB Teaching and Learning agenda.	**CLERK** **SBM** **ALL GOVS** **CLERK**

	17 – Governors discussed the investigation into making the door window panels opaque. Governors agreed to carry this action forward. ***Q: Along one side of the building, you cannot see through the windows. Is there a special glass in these?*** ***A:*** *The SBM confirmed that she is not sure if these windows had specialised glass in them.*	**SBM**
5	**FINANCE MATTERS** The following reports were uploaded to GovernorHub prior to the meeting: • Budget Figures Spring Term 2026 • MIFP and associated documents for approval • Financial Benchmarking • Finance Report to the L&M for 12.03.26 <u>Budget Approval</u> The draft budget is as follows: - Year 1 (2025-26) - a deficit of -£229,015 - Year 2 (2026-27) - a deficit of -£360,632 - Year 3 (2027-28) - a deficit of -£533,340 Governors were informed that the governing board cannot approve a deficit budget. They acknowledged the budget that they had been presented with and were informed that they would need to prepare for the submission of a Notification of Failure to Submit a Balanced Budget to the LA. ***Q: Can you explain the savings on direct employees?*** ***A:*** *The school has made £6.1k savings on direct employees, although the exact figures are not yet available. The SBM informed the board that the school has increased by two staff members to cover maternity leave (who are currently off roll). A member of staff who left the school last year has not been replaced, which contributed to the saving as they were only included in the budget for part of the year. There may be further staffing savings because the school has internal capacity to cover members of staff.* ***Q: Can you explain the overspend on premises?*** ***A:*** *The school paid additional costs for drain checks and follow-up work due to tree roots affecting the drains. A replacement canopy cost £1k because of damage to the old canopy; the parts cost £1k, and the caretaking team undertook the installation. An extraction fan also required work to meet TR19 standards, costing £700.*	

	Q: Can you explain why £8.9k has not been received for trips? ***A:*** *The funds were mistakenly transferred into the school fund. Income from March 2026 has now resulted in additional payments being received and all payments received should impact the balance. Historically, the school fund was healthier than expected due to previous accumulated balances. Trip costs should be offset by parental contributions; however, there had been a shortfall, which has now been corrected through the transfer.* <u>SFVS</u> Governors were informed that the SFVS must be approved by the FGB and submitted by 31st March 2026. Havannah Primary School has received a rating of 'good outcomes' in previous years. Governors **approved** the SFVS subject to minor amendments. The SBM agreed to upload a final version to GovernorHub. **ACTION:** SBM to upload the final SFVS to GovernorHub once amendments have been made. **ACTION:** Chair to sign the final copy of the SFVS prior to submission. <u>Evaluation of the cost of the staffing structure</u> It was confirmed that the staffing structure had been included as part of the budget. SW confirmed that the structure remains unchanged at present, but some changes may be made for September 2026. <u>Manual of Internal Financial Procedures (MIFP)</u> Governors discussed the MIFP and its recommended approval. **Q: Does the MIFP need to be approved despite the School Budget Support Grant of £10,784 that has not yet been applied to Year 2 and 3?** **A:** The school was already showing a -£15k deficit. The £10k to £15k has already been approved. The SBM requested that governors approve the proposal to increase the Visa card purchase limit from £1,000 to £7,500. Charges apply after 30 days for late payments; therefore, it is helpful when purchases can be paid via the Visa card. Governors **approved** the increase in the purchase limit on the Visa card. The SBM confirmed that JS had submitted amendments to the MIFP on GovernorHub prior to the meeting.	**SBM** **JS**

	ACTION: SBM to amend the MIFP based on the suggestions made by JS via GovernorHub. ***Q: The catering contract is mentioned in the Business Continuity Plan, does this still need to be included?*** ***A:*** *Changes will be required due to the new in-house catering arrangements. The SBM agreed to review the MIFP.* **ACTION:** SBM to check the references to a catering contract in the Business Continuity Plan. ***Q: There is no mention of safeguarding of pupils in the Business Continuity Plan. Is it worth referencing?*** ***A:*** *The SBM informed governors that there may be a relevant section highlighted in red at the bottom of the document and confirmed that safeguarding is included as part of risk assessment processes.* ***Q: Is SSB the only trained member of staff in SEND?*** ***A:*** *Governors were informed that SW is also trained in SEND.* Governors **approved** the MIFP. <u>Financial Benchmarking</u> Governors discussed the financial benchmarking data from the DfE Financial Benchmarking and Insights Tool (FBIT). ***Q: Can the 'y' axis on the benchmarking data report be annotated?*** ***A:*** *The SBM confirmed that the school cannot access all benchmarking tables; only FBIT has access to make amendments.* Governors were informed that the comparative data can be difficult to interpret because coding categories can differ between schools. <u>Review of the SBM Finance Report</u> Governors discussed catering in the SBM Finance Report. ***Q: You report that the catering return is showing the same as per the last FGB meeting with a potential deficit at the end of this year of just under £5k. The school was hoping for a small surplus at the end of the year and you state you are taking steps to address this. What are those steps?*** ***A:*** *The SBM assured governors that this is the first full year of in-house catering. The school is attempting to negotiate better prices while continuing to provide quality. A supplier has also now been changed to a local company. The school will need to explore cheaper pricing and review the menu to determine where savings can be made.*	**SBM** **SBM**

	Q: Is the school putting the price of meals up? ***A:*** *The SBM confirmed that meals have increased to £3. Cheshire East (CE) previously charged £3.20.* **ACTION:** To discuss, review and approve the cost of school meals at the next FGB Leadership and Management meeting. ***Q: What is the uptake of school meals?*** ***A:*** *The SBM confirmed that the uptake of school meals decreased towards the summer 2025 but now appears to be more consistent. Staff meal uptake has decreased.* ***Q: Is the school still offering cheesy oatcakes?*** ***A:*** *Yes. The children enjoy the option of soup and a toastie as well. The beefburgers have been changed to a bun-less option to improve the nutritional value.* The SBM confirmed that the school continues to ensure compliance with food guidelines and regularly compares its approach to other local schools. ***Q: Is the school satisfied with the staffing in catering?*** ***A:*** *Yes, the school is satisfied with the catering staff.* The SBM also highlighted that the school is trying to reduce waste, for example by using surplus sandwich fillings for the after-school Hangout provision. ***Q: How much are other schools charging for school meals?*** ***A:*** *Some local schools are charging the previous CE rate, while others are charging lower amounts. Governors will need to consider whether the price should increase to £3.20.*	**ALL GOVS**
6	**PART ONE HEADTEACHER'S REPORT** A report titled Headteacher's Report Spring 2026 was shared via GovernorHub prior to the meeting. SW had left the meeting at 4:56pm, prior to this agenda item. Governors discussed the 25 holiday requests for 2025-26 as noted in the report. Governors suggested that it would be helpful to understand how many days each holiday request covered. ***Q: Are letters sent to families for 'reason to believe' they were on holiday?***	

	A: *Members of staff present at the meeting informed governors that they were not aware of a specific 'reason to believe' letter.* Governors were informed that attendance figures are also impacted when pupils are significantly late or persistently late, particularly after 9:15am. ***Q: Is it possible to split the data down to show authorised absence, unauthorised absence, persistently late, and holidays?*** ***A:*** *The SBM confirmed that the school could break this information down for governors.* **ACTION:** To provide a breakdown of absence data, including holiday-request days, significant or persistent lateness, and authorised and unauthorised absences. ***Q: Is there scope for improvement for absences?*** ***A:*** *There is a national attendance policy driven by the Government, which Havannah follows as issued by the Local Authority. Havannah's current attendance is 94.8%, which is below the school's target and the school regularly employ strategies to improve attendance.* ***Q: Is there a child who continues travelling from out of the area?*** ***A:*** *No, they are now living within the school's catchment area.* Governors were informed that a Year 6 child continues to be persistently late due to their distance from the school. Staff also reported challenges with pupils who stay up late gaming, resulting in difficulty attending school on time. Governors were informed that some staff are physically collecting pupils and bringing them into school. Governors highlighted that there is a strong correlation between educational achievement and attendance and emphasised the importance of ensuring families understand the impact of absence. **ACTION:** SBM to investigate methods of communicating the importance of attendance to parents. ***Q: Has the CE Attendance Officer visited the school?*** ***A:*** *The CE Attendance Officer has recently changed, but the school has not yet received a visit from them.*	**SBM/SW** **SBM**

7	**STRATEGIC GOVERNANCE – ORGANISATIONAL ARRANGEMENTS AND CLERKING ARRANGEMENTS FOR 2026/2027** The board discussed governance arrangements for 2026–2027 and agreed to retain the current 2025-26 arrangements. The SBM confirmed that governance arrangements had been budgeted for. The board **agreed** to continue to use the CE Governance and Liaison service to clerk six Full Governing Board meetings and one Pay Committee meeting. Governors **agreed** to continue with the GovernorHub subscription. The SBM informed governors that the school's current training platform, the National College, is due for renewal in July 2026. The school is in the process of reviewing alternative platforms for governor CPD training.	
8	**CLERK'S UPDATE** A copy of the CE Director's Report was shared via GovernorHub prior to the meeting. The Clerk agreed to also share a CE Governance and Liaison Clerk's update with governors via GovernorHub. **ACTION:** Clerk to share the Clerk's update report on GovernorHub. The following points were verbally highlighted to governors, and governors were encouraged to read the updates: • The Schools' White Paper 2026, 'Every Child Achieving and Thriving', introduces a 10-year reform programme and national SEND reforms. • There are new safeguarding, behaviour, and digital safety updates, including updates relating to mobile phone restrictions. • There is an emphasis on statutory duties, including Food Standards, medical needs, and restrictive intervention. ***Q: What difference will the DfE white paper changes have for Havannah?*** ***A:*** *SSB informed governors that the changes have the potential to place additional pressure on teachers, particularly regarding paperwork. However, Havannah will not see a significant difference because it is already ahead in relation to the Oasis provision, its commitment to inclusion, and its well-trained staff. It was confirmed that BM has uploaded a SEND Link Governor report to GovernorHub for governors to review.* ***Q: Will each child with an EHCP receive a new EHCP at every transition stage, such as between primary and secondary school?***	**CLERK**

	A: *When the school holds annual EHCP reviews, there is a section that outlines next steps for pupils transitioning to secondary school. No significant change is anticipated unless additional evidence is required, but this is already undertaken through provision mapping.* ***Q: If a child is moving from primary to secondary, could this change their EHCP? Would it not need to be completed at the end of Year 5 before the child's secondary school is determined, particularly if it is a specialist school?*** ***A:*** *The EHCP is often reviewed in Year 6, including for pupils transitioning to specialist provision. The plan must evidence why specialist provision is recommended.* ***Q: If a parent chooses a school and the EHCP is reviewed, but the parental preference later changes, is there a need to reassess the EHCP?*** ***A:*** *If, for example, a Year 6 pupil on an EHCP has a parental preference recorded, Havannah will meet with the secondary school and amend the plan to reflect secondary provision. If the plan were ceased, it would be for the secondary school to determine whether they could meet need.* Governors were informed that children with the most complex needs will have an EHCP. The white paper proposals, including the introduction of Individual Support Plans, will potentially increase workload relating to referrals and paperwork. Governors were informed that teachers at Havannah know their pupils well and often complete the referral paperwork themselves. **ACTION:** Clerk to re-send the link to the portal for submitting questions on the DfE white paper.	**CLERK**
9	**SCHOOL POLICIES** The following policies were uploaded to GovernorHub prior to the meeting for governors to review: • Health & Safety • Data Protection • Risk Assessment • Staff Wellbeing • Whistleblowing • RSE Governors noted that the agenda listed the SEND Policy, which had not been included in the policy folder on GovernorHub and therefore could not be reviewed and approved.	

	The SBM informed governors that the Whistleblowing Policy has been updated, but there were no significant changes. ***Q: There are no contact details in the Whistleblowing Policy for the Chair. Should these be included?*** ***A:*** *Governors were informed that the Chair's name is referenced in the policy, but the SBM agreed to check whether contact details were included.* **ACTION:** SBM to check if the contact details of the Chair are recorded in the Whistleblowing Policy. *SW left the meeting at 4:56pm.* ***Q: What tracking tools are used for SEND? Systems are mentioned in the current SEND Policy.*** ***A:*** *SSB confirmed that a range of different tracking tools are used for SEND, such as Performance Indicators for Valued Assessment and Targeted Learning (PIVATS). Different tracking systems are used for different needs, and for different diagnoses as well.* ***Q: With regards to the RSE Policy, does the school teach Sex Education?*** ***A:*** *EF confirmed that Sex Education is taught from Reception to Year 6 in an age-appropriate way. The school uses the Christopher Winter Project, which is a progressive curriculum and encourages children to learn body parts using the correct terminology. Parents are consulted annually about the RSE curriculum and are provided with an overview of what is being taught. The RSE curriculum is taught by the class teacher, but if a teacher is uncomfortable, EF can deliver it instead.* ***Q: What is the rate of parents opting out of Sex Education?*** ***A:*** *In EF's experience, only one pupil has ever been withdrawn. EF informed governors that it is part of the science curriculum too. The family opted out due to content relating to relationships.* ***Q: Do the same family opt out every year?*** ***A:*** *Yes.* ***Q: Do the family not agree with it, or do they feel the child is just not ready?*** ***A:*** *EF confirmed that it is mixture of both.* Governors **approved** the policies, subject to any minor amendments as discussed.	**SBM**

	Governors discussed the wellbeing of staff. They considered the Times Education Supplement wellbeing report that had been shared with governors via GovernorHub prior to the meeting. ***Q: What do other schools do to encourage wellbeing?*** ***A:*** *Some schools offer wellbeing days, covered internally. Building rapport with staff and promoting an open culture of wellbeing is important. Wellbeing surveys are issued to staff, and some staff may be directed to governors for support.* The members of staff informed governors that an increase in dysregulation among pupils can be a significant stressor for staff and can impact staff wellbeing. Governors agreed that reviewing data on staff incidents or injuries as a result of pupil dysregulation would be useful. **ACTION:** SW to provide governors with data on staff injuries and incidents. ***Q: What could be done about the data on staff injuries and incidents, except identify them?*** ***A:*** *The data could be checked against CPOMS records to ensure accuracy. Patterns could then be identified.* ***Q: Is it something staff would like to think about: how governors could support staff wellbeing?*** ***A:*** *Yes. Staff would welcome this.* Governors agreed to consider the appointment of a Wellbeing Link Governor to oversee the wellbeing of pupils and staff. **ACTION:** To consider the appointment of a Wellbeing Link Governor.	**SW** **ALL GOVS**
10	**MEETINGS** Governors confirmed the dates and times of the next FGB meetings as follows: • Tuesday 5th May 2026 at 4pm (T&L) • Tuesday 16th June 2026 at 4pm (L&M) MW informed governors that she is unable to attend the L&M meeting on 16th June 2026 and therefore it would need to be chaired by another member of the board.	
11	**ANY OTHER BUSINESS** There were no items of AOB to consider. *JS left the meeting at 6:05pm*	

	AH informed the board that she has completed an EYFS link governor visit but has found it challenging to access a report template to use on GovernorHub. The Clerk agreed to create a blank report and to share it with governors on GovernorHub. **ACTION:** Clerk to create Link Governor report proforma.	**CLERK**
12	**IMPACT STATEMENT** Governors helped to move the school forward in this meeting: • Governors provided financial scrutiny, challenging variances, funding changes and overspend areas. • Governors strengthened strategic oversight of staffing, SEND provision and curriculum delivery through a review of tracking systems, policies, and statutory duties. • Governors supported improvements in attendance by requesting deeper analysis, identifying barriers, and commissioning clearer communication strategies for families. • Governors prioritised safeguarding, wellbeing, and inclusion, seeking assurances around staff support, behaviour pressures, and policy compliance, and initiating actions for improved oversight. • Governors enhanced effective governance by reviewing training needs, governance arrangements, and policy updates, ensuring robust structures are in place for 2026–27.	

The SBM, SSB, OPE and EF left the meeting at 6:08pm and the Part One meeting moved to Part Two.

……. Chair

…… Date