

	<ul style="list-style-type: none"> Proposed One and Three Year Budget Plans (within recovery plan) Ear-marked Funding for 2025-25 Financial Recovery Plan, inc. management actions <p>Action: Chair to sign for LA submission</p>		
7.4	Action: HHA to email the HT/ Chair information on opening a charity as a PTA/ Parent fundraising group.	HHA	Immediate
8	Agreed: <ul style="list-style-type: none"> Best Value Statement Direct Debits and Standing order 2025/25 SLAs and Contracts 2025/26 	-	-
10	Agreed: To explore the possibility of forming a soft federation.	HMA	Update Next FGB
11	Agreed: To proceed with the Silver SLA for Governor Services, subject to RJA confirming the SLA meets the GB's needs.	RJA/ Gov. Services	Next FGB
12.2	Action: To consider the schedule of meeting dates for the academic year 2025/26	All	Summer Term
	Date of next meeting: <ul style="list-style-type: none"> Curriculum Committee: 10th June 2025 Resources Committee: 24th June 2025 FGB: 8th July 2025 Governors Day: 17th June 2025 (8.30am-3.30pm) 	All /GS	Immediate
	Agenda items: <ul style="list-style-type: none"> EHCPs (Within HT report: Categories of need recorded on EHCPs) 		

1. WELCOME AND APOLOGIES FOR ABSENCE

- 1.1 The Chair welcomed all those present to the meeting.
- 1.2 Apologies for absence were received and accepted from Edyta Ballantyne, Aktar Beg, Mari Paz Balibrea and Christiana Oshodi.
- 1.3 The Clerk confirmed that the meeting was quorate with 11 governors present.

2. DECLARATIONS OF INTEREST

- 2.1 Pecuniary Interests – Governors confirmed receipt of the register of interests.
- 2.2 There were no declarations made pertaining to any of the agenda items for this meeting.

3. GOVERNING BODY

The Clerk confirmed there were no governor vacancies or terms of office due to end in the Summer Term.

4. MINUTES

4.1 Governors received the minutes of the governing body meeting held on 1st April 2025 and agreed these to be an accurate record of the meeting. The Chair to sign a copy of the minutes on GovernorHub.

4.2 **Matters arising:**

Minute reference	Action	Status update
4.2.13.1	To update Committee membership: <ul style="list-style-type: none"> • Christiana Oshodi: Curriculum Committee 	Complete
4.2.13.1	Link governor roles to be emailed to governors for discussion, and to consider the roles of newly joined governors.	Nicola Janes has emailed the list to governors, which will be on the Agenda at the Autumn 2025 FGB for full review
4.2	To finalise the governors' impact statement and upload to the school website.	Ongoing
4.2	To update the school website: upload the Autumn Term minutes and update the Committee lists to record no longer vacant posts	Complete
5.1	To report recorded needs on EHCPs by SEND category	Agenda item Summer 2 FGB
5.2	To upload the most recent copy of the exams analysis document, which includes Spanish and French outcomes.	Complete: GovernorHub
7.3	To appoint an Attendance link governor	Mari Paz Balibrea to be approached and asked if they would consider taking on this link role. Ongoing
7.3	To submit link visit report	One outstanding final copy to be uploaded- CLA Ongoing
10	To write to LBWF to inform them of the planned changes to the timing of the school day.	Complete
13.5	To update the Staff Wellbeing Policy to include the new Flexible Working Policy within 'linked policies' and add the link governor's name.	Complete
13.6	To report a whole staff pay profile by protected characteristics.	Complete: This Agenda/ uploaded to GovernorHub
14	To email requests for agenda items for the Governor Day to ACO	Complete: HMA reported completing a draft agenda,

		which will be circulated to governors for consideration soon after this meeting.
--	--	--

4.3 Reports from Committees: The approved minutes of the Resources Committee held on 29th April 2025 were circulated via GovernorHub for governor information prior to this meeting. Governors noted all recommendations and key information would be brought to this FGB and agreed to discuss matters arising within the relevant agenda items below.

5. CHAIR’S ACTION

None reported.

6. END OF YEAR FINANCE REPORTS

6.1 Outturn Statement:

RJA shared the proposed CFR report on screen and provided a summary:

Income:	£8,136,113.88
Expenditure:	£8,519,532.77
Revenue (deficit):	-£119,565.23
Capital:	£63,491.88
C/Fwd closing balance:	-£56,073.35

Variance from the draft budget, reported to governors:

- Extra High Needs SEND funding, pupils with EHCPs joining in-year
- Additional Central income, awards and core grants
- Appropriate Body additional Income-a short time frame but £212K. This has now ended as an income source.
- Additional grants applied for, including for the sensory garden
- Trips, notably the Rome trip for Latin. Income was offset by trip expenditure.
- Admin software systems. There has been an increased use of ICT, and all systems are being reviewed for best value for next year’s budget.
- Insurance premium, not a true underspend but a delay in receiving the invoice from the LA.
- Agency staff overspend, driven by a range of factors including increased day supply costs. Teacher release time requiring cover is being reviewed within next year’s budget.
- Bought in professional services, this over spend is offset by the additional income for appropriate body work.

Agreed

6.2 Predicted Carry Forward:

Agreed (see CFR report agreed above)

6.3 End of Year Write-Offs:

Agreed: Nil Return

6.4 Virements Log:

RJA noted this is brought to committee on a termly basis, and there were no significant updates to report since the March Resources Committee. RJA shared the large transactions reported in Appendices 2 and 3, as attached. The summary position is that cash reserves have been dwindling, down to £114k at the end of the financial year, due to the in-year revenue deficit of £383K. The school is carrying forward a £56K deficit position into next year’s budget.

Agreed

Chair’s Initials:

6.5 Transactions over £10K

Q: is there a way of chasing up the insurance premium that is outstanding?

A: The LA is asked 6 months in advance for the invoice. The policy is for the entire LA estate, not just school buildings. Often premiums are fixed at the end of the financial year, then schools are invoiced around the end of May.

Q: Does the insurance premium typically vary significantly?

A: Last year it did, by £10K. Insurance companies changed risk ratings for cladding following the Grenfell disaster. The LA may be tendering for a new provider.

Q: Could it be more economical to employ staff for covering lessons, as agency fees are rising?

A: The school has historically employed up to 3 cover supervisors and has just over 1 FT post at the moment. Analysis showed they were used around 65-70% of the time and were also being allocated to other roles such as admin in free time. Overall staff absence is very low, and most cover is planned release time. The school is reviewing cover, looking at the essential requirements and considering timing, for next year's budget. HMA noted that the school is in the position of managing restructuring the staff team, rather than recruiting.

Q: Could cover be pooled with other local schools, to create a bank of teaching staff?

A: This has been trialled before, with MFL roles. A difficulty is that the risk, e.g. for long term illness, is solely with the host school. Previously LAs did have a central teaching pool of supply, but this was not sustainable.

Agreed

7. 2025-26 BUDGET REPORTS

7.1 School Budget Share Allocation:

RJA shared LA figures for governors to cross-reference with budget plans.

Agreed

7.2 Proposed One and Three Year Budget Plans:

RJA shared in appendices 2 and 3 model budget plans. Governors were provided with a resources model if no intervention measures are taken, and a model with staffing cuts, enabling a return to a surplus budget in Year 3.

7.3 Ear-marked Funding for 2025-25: No ring-fenced funding is being recommended to governors.

7.4 Financial Recovery Plan:

RJA shared the LA template requested from the school last week, which has been a significant piece of work to complete in the given timeframe. This document must be ratified by governors before the LA accepts a deficit budget.

The Chair noted that not only LBWF schools are increasingly facing financial challenge, and shared experiences from another borough.

The budget initially appears healthy with an 8.16% increase in central income, but this figure masks the in-year grants received last year. Taking these into account the actual income increase is 1.2%. Pay awards, likely to be around 3%, and general inflation of costs will be higher and require managing. The summary position from last year is a £56K deficit carry forward.

RJA reported the actual budget plan provided is a 5-year plan. The two key appendices are the budget models, with and without staffing cuts. With no staffing cuts and a 'do nothing' approach there would be a £350K deficit by the end of 2025/26 which would accumulate over 5 years to a 1.3 million deficit.

RJA stated the staffing models provided have been done so with no assumptions made regarding staff roles or areas for cuts. The model with staffing reductions would result in a reduction of the deficit in Year 2, and a credit position in Year 3. The modelling shows a reduction of six staff but could be more or less depending on the roles on the final plan. The number of six staff has been given for modelling purposes only and is based on the average cost of £47K for all staffing roles at WSFG. For example, if support staff roles were reduced this actually could be 7-8 staff members.

Q: What would happen if the school were unable to manage a recovery budget position?

A: The extreme outcome would be LA intervention, and potentially taking away delegated budgetary powers from the GB. RJA noted nobody wants a restructure and the impact on staff morale of doing so, and the previous success of the school in managing difficulties without restructure. However, when a budget gap is over £100K there is no way of managing the deficit without looking at staffing in some shape or form, as this is the main expenditure for any school.

Q: How long would the process be?

A: The assumption is this happens in-year, HR advice has been taken and advice sought from the LA. The governors will be asked to approve the business case at the July FGB, and the process will begin in the autumn term. There will be a discussion on governors' day in June, then this can be taken to Unions for consultation ready for the July FGB. The plan would be for completion at the end of the Autumn Term. Redundancy costs will be a factor; financial benefit will be seen in Years 2 and 3 of the plan.

RJA reported assumptions for the plan:

- The school roll remains, as all indicators predict, stable and near full.
- LA assumptions of 3.5% yearly expenditure increases are used.
- Modelled staffing reductions over 12-18 months
- 20% Curriculum budget cuts
- Energy is renegotiated for a better deal
- Catering and Cleaning contracts are considered, with a possible revision of the cleaning schedule.
- Inflation for third party costs raise SLA costs
- NI increase

Q: Will the school be impacted by the government announcement on immigration and employing staff who are not British Citizens?

A: In terms of teaching staff no, as almost all teaching staff are UK citizens. This is harder to know in terms of support staff, some of whom could be affected.

Q: Does the model account for natural wastage?

A: RJA reported how known factors have already been accommodated in this model, including not backfilling some vacancies or reducing posts.

Q: Can the use of AI be increased to support staffing?

A: AI is being used successfully already for some admin tasks. There needs to be sensitivity having this conversation with staff alongside sharing the school's financial position with them.

Q: Is there an impact from the Solar project?

A: Around 15% reduction in energy costs, due to the lower unit price charged whilst the panels are being paid for within the agreement.

RJA reported the school has been subsidising catering for many years. This plan will include a 15p increase in the cost of school meals, above the usual 5p annual increase. This is still low for the area at £2.75, costs range in other schools from £2.60 to £3.25. RJA reported that the LBWF catering service is ceasing next year due to their large deficit.

There was a discussion regarding parental contributions and feedback received so far from communications. 233 responses have been received and 70 parents have expressed interest in joining a focus group. Nearly all indicated they were happy to contribute in some way.

Action: HHA to email the HT/ Chair information on opening a charity as a PTA/ Parent fundraising group.

There was a discussion regarding the importance of maintaining the quality of provision for students and how areas for cuts are identified. Maintaining key aspects, such as specialist teacher in front of appropriate class sizes were noted.

RJA summarised the document from the LA, what governors were being asked to do:

- Ask challenging questions, considering if staffing cuts can be avoided.
- Considering school context in agreeing a reasonable forecast
- Benchmarking
- Agree management actions

There was a detailed discussion regarding Statistical neighbours. Governors noted staffing costs, but that the school was graded Ofsted Outstanding and has excellent pupil outcomes which reflects the costs of the experienced staff profile. Staffing decisions made previously in response to pupil needs were discussed, the Wellbeing Hub was formed and staffed in response to identified student needs. Governors noted that in June and July there would be a need to identify protected areas, and less protected, staffing areas moving forward.

Management Actions for Governors' Agreement

There are key management actions governors have agreed to undertake which will all commence in Year 1 but impact will vary as detailed below depending on when contracts are up for renewal:

Revenue Income

- Continue to explore our capacity to increase school lettings and maximise lettings income with a view to reviewing lettings charges in line with competing commercial spaces – Years 1-5 and ongoing

- Explore opportunities for Senior Leaders, Lead Practitioners and Middle Leaders to support collaboration activities with a view to generating income – Years 1-5 and ongoing
- Seek support from the parental body in terms of fund raising, donations and sponsorship opportunities – Years 1-5 and ongoing
- Explore partnership and collaboration opportunities with other secondary schools to centralise/pool costs – Years 1-5 and ongoing

Revenue Expenditure

- Conduct a staffing restructure to reduce our E01-E07 staffing costs. This will involve a restructure plan approved during the summer term 2025 and the restructure implemented during the Autumn term 2025 – Year 1
- E09 training and development costs reduced to cover essential whole school training and statutory training only - Years 1-3
- E12 premises costs reviewed for essential maintenance and condition items only – Years 1-3
- E14 cleaning contract to be reviewed and areas of cleaning to be scaled back to reduce frequency of cleans in some areas – Years 2-3
- E15-16 utility contracts renegotiated in light of market changes to utility costs – Year 2 and 4
- E19 learning resources costs cut buy 20% and reviewed annually thereafter – Year 1 onwards
- E20 ICT costs reviewed for essential server and software refresh and Pc maintenance – Years 1-3
- E22 Admin Supply costs reviewed in the areas of postage, phones and stationery and cuts made to non-essential admin resources – Year 2-5
- E25 catering contract to be renegotiated with a larger than usual annual meal price increase of 15p to make the contract cost neutral and review school meal prices against market rates for outer London schools – Year 2
- E26 agency supply costs reviewed to prioritise agency cover supervisors contracted on lower daily rates. Cover approach reviewed to tighten up on cover release for staff for trips, events and other commitments – Year 2 and 3
- E27 Professional services – curriculum costs to be reviewed with all SLAs examined if required and essential for the running of the school – Year 2
- E28 Professional services – other costs to be reviewed with all SLAs examined if required and essential for the running of the school – Year 2

Capital Income/Expenditure

Capital expenditure to be prioritised for premises and ICT expenditure for essential building maintenance or ICT refresh to lower burden on revenue expenditure

Agreed

A one month cash advance has been requested from the LA. This his will be clawed back at the end of the financial year.

Agreed

Action: Chair to electronically sign

8. SCHOOL POLCIES AND DOCUMENTS

- 8.1 Best Value Statement: Not required, but good practice. RJA reported updates.
- 8.2 Direct Debit and Standing Order Mandates 2025/26: Reported and agreed
- 8.3 SLAs and Contracts 2025/26: RJA invited governor challenge and support with SLAs, noting this will be reviewed in-year by governors and the school. The cost of PRU agreement was noted as a significant SLA, and a request from the LA to contribute £35K to support AP provision costs. Alternative options for LA services were noted and the school welcomed governor information on contracts available. Music was noted as cost neutral, with around 98% of costs recovered for music lessons.
approved

9. STAFFING RESTRUCTURE- VERBAL UPDATE

HMA provided governors with an update on how the school will be ensuring due diligence, noting the reply regarding process above. Browne Jacobson is providing advice, and the LA must be involved in key decisions.
RJA reported he is trying to confirm the current LA reorganisation policy, and if the LA will be meeting redundancy costs as stated in the policy ratified in 2023.

Q: Is there a template document still from the LA for governors to complete?

A: There are a series of documents. RJA has contacted Mary Jarrett, Director of Education at LBWF, for advice.

There was a discussion regarding how costs may be split, how redundancy payments are calculated and staff feedback. HMA stated staff have been updated on timelines and given reassurances that no actions will be taken this academic year. Further questions from governors, as they arise, were welcomed via email.

10. COLLABORATIONS

HMA reported have another girls' School, Hornsey School for Girls, has made an initial approach regarding forming a soft federation. This would not involve any radical changes to the school structure and governance, such as dissolving the GB or a new Headteacher, but may bring opportunities to share capacity and make financial savings with joint back office work such as HR being shared. There was a brief discussion, including local girls' school links. HMA welcomed further comments by email.

Governors agreed for HMA to further explore the possibility of forming a soft federation.

11. GOVERNOR SERVICES SLA FOR 2025/25

Governors noted that although the platinum package has been purchased in previous years the individual training day has not been utilised. The main use of the SLA has been individual governor training sessions and Clerking/ Servicing of meetings. RJA stated the Silver SLA is likely to meet needs.

Agreed: To proceed with the Silver SLA for Governor Services, subject to RJA confirming the SLA meets the GB needs.

12. DATE AND AGENDA ITEMS FOR THE NEXT MEETING

--

12.1 Date of next meeting:

- Curriculum Committee: 10th June 2025
- Resources Committee: 17th June 2025
- FGB: 8th July 2025
- Governors Day: 17th June 2025 (8.30am-3.30pm)

12.2 Schedule of meeting dates for the academic year 2025/2026:

Governors noted the need to consider the schedule of meeting dates for the academic year 2025/2026

Action: To consider the schedule of meeting dates for the academic year 2025/26

The Chair thanked all present for their time. Governors were asked to confirm their attendance at Governors' Day with Nicola Janes, who will email governors.

The meeting closed at 9:05pm