

## GOVERNOR SERVICES: EDUCATION IMPROVEMENT

### ASHTON COMMUNITY SCIENCE COLLEGE (06104)

Minutes of the meeting of the Resources Committee held remotely and in school on Wednesday 9 October 2024 at 4.30pm

**Present:**

**Mr D Maddox (Chair)**  
**Mrs C Doolan – joined remotely**  
**Mr S Fern**  
**Mr D Hird**  
**Honorary Alderman, Mr B Rollo**  
**Mrs S Asquith (Headteacher)**

**Also Present:**

**Mrs J Burbidge (Governing Body Adviser)**  
**Ms P Cummins (Observer - School Business Manager)**  
**Mr S Patel (Observer - Assistant School Business Manager)**

#### **ACTION**

#### **24.24 Apologies for Absence**

Apologies for absence were received and accepted from Mr J Swindells, Mr O Mollart and Mr D Holden.

Ms Cummins the new School Business Manager was welcomed to the school and her first Resources Committee meeting.

#### **24.25 Declaration of Interests**

- Mr Maddox declared that he was managing director for Evolve Document Solutions who provided services to the school.
- Mr Hird declared that he worked for Eric Wright and had some involvement in the maintenance of the school premises.
- The headteacher declared that her brother worked for the environmental drainage service used by the school.

It was agreed that in the event of a conflict of interest arising, these governors would exit the meeting at this point.

**24.26 Election of Chair**

Following a discussion, Mr Maddox was re-elected as chair of the committee until the first meeting of the Autumn term 2025.

**24.27 Election of Vice-Chair**

Mr Holden was re-elected as vice-chair of the committee until the first meeting of the Autumn term 2025.

**24.28 Committee Terms of Reference**

Governors reviewed the current terms of reference and following recommendations from the clerk, a number of revisions were made to the terms of reference (highlighted in yellow).

The clerk was requested to append a copy of the revised terms of reference to the minutes for formal approval by the governing body.

**Clerk  
GB agenda**

It was noted that there were also separate lists of responsibilities incorporating Staffing, Health and Safety / Premises which had not previously been included in the committee terms of reference and following a discussion, the clerk was requested to provide the chair, Ms Cummins, and Miss Harrison with a copy of the model document, which could be reviewed and approved at the next full governing body meeting.

**Clerk  
GB agenda**

**24.29 Review Internal Financial Regulations (IFR)**

The committee reviewed and approved the LCC Model Scheme of Delegation Internal Financial Regulations Summer 2024.

**24.30 Minutes of the Last Meeting**

The minutes of the last meeting held on Wednesday 22 May 2024, having been circulated, were approved as a correct record and the chair was requested to sign the minutes remotely on GovernorHub.

**Chair**

**24.31 Matters Arising from the Minutes**

There were no matters arising from the minutes.

In answer to a question, it was noted that Mr Hird's declaration of interest had not been recorded in the minutes from the previous meeting, due to him not attending the meeting.

**24.32 Finance – Budget Review and Update****a) Budget Monitoring Report**

The Budget Monitoring Report 2024/25 and updated Financial Forecast 2024/25-2026/27 which included actual data to 31 August 2024 was received and noted.

Mr Patel highlighted the headlines from the summary report and that compared to the approved budget how the forecasted outturn had increased by £543,138.

Approved Revenue Budget	
Balance brought forward from 2023/24:	£844,985
In year budget deficit:	-£829,151
Forecast Balance carried forward 31 March 2025:	£ 15,834

Forecast Outturn	
Balance brought forward from 2023/24:	£844,985
Forecast In year budget deficit:	-£286,013
Balance carried forward 31 March 2025:	£558,972

Mr Patel drew governors' attention to the main reasons for the difference between the estimated budget between May and August 2024 which included £251,000 of SLP funds, grant income to cover the cost of the 2024/25 pay awards, an anticipated increase of £28,000 High Needs funding and indicative staffing savings.

Governors were asked to be mindful of how the staffing updated had been provided by the school and how in any financial year, there would be a changeover of staff which would need to be assumed, in addition to any on-costs etc.

Mr Patel emphasised the difficulties with predicting the staffing budget at any point of time and governors were asked to note that the clawback guideline balance was £971,383, which the school would need to remain under to avoid any liability to clawback. Mr Patel described how the Schools' Forum would need to be informed of how the budget reflected the significant balance of £251,000 SLP funding and the £20,000 commitment to the 3G pitch replacement fund and that an exemption request would need to be made.

In answer to a question, the headteacher confirmed that the school was still investing heavily in the maintenance of the 3G pitch and that £20,000 had been allocated at the moment.

Governors were informed of how the pitch was still in a good state due to the monthly maintenance despite the high levels of use and how new netting was due to be installed all the way round the pitch.

The headteacher and Ms Cummins described how the school were having conversations with the FA at the moment about investing into the grass pitches with a view to look at the levelling and drainage. In response to a comment, Mr Hird was invited to attend any further meetings, and governors discussed the potential cost of the project, the other facilities in the local area and how staff in school were passionate about driving the project forward.

The headteacher also described the potential links with Tony Hesketh who could also be asked to make an expression of interest, and governors considered how the development would be very beneficial to both the school and the local community.

In answer to a question, the headteacher described how the lettings did bring in a surplus, and that it was hoped that moving forwards, a more accurate budget plan would be presented to governors with more accurate allocations in cost centres, and that the school would now be in a position to change things, in the event of knowing what income would be generated from the pitches, as at the moment, all income streams were being transferred into the baseline budget.

In response to a comment from a governor, it was confirmed that Mr Livesey, a Senior Accountant from the local authority Schools Finance Team was already involved in the communication with the Schools' Forum and the ringfencing of the significant balances.

Ms Cummins recapped on how the school was committed to spending the SLP partnership funding on a legacy project and in answer to a question, Ms Cummins explained how the funding had now ended and that the school would not receive any more of this funding in the future.

In response to further questions, Ms Cummins clarified how the £251,000 was already included in the budget plan and that the estimated balance carried forward for next year would be around £300,000 if the in-year expenditure remained for next year.

The headteacher and Ms Cummins suggested that as the school was not at risk of clawback, the local authority were not too concerned with the forecasted outturn, and that it was the schools desire for the SLP funding and commitment to the 3G pitch to sit outside the budget so the level of reserves didn't look as high.

Governors noted the longer-term impact on the budget and the current assumptions and recommendations which were built into the report.

Mr Patel highlighted the need to ensure a balanced budget, and how the overall forecasted deficit balance on 2025/26 would require governors' attention.

In response to a number of comments from a governor, Mr Patel advised how work was continually taking place throughout the year to ensure sufficient action was taken to avoid the school entering into an overall deficit and how monthly reconciliation was also completed.

Mr Patel described how the budget was very cautious and that it was hoped that there would be a more accurate reflection moving forward with more reasonable predictions.

Mr Patel repeated how it was very hard to predict any staffing changes or staffing replacements and governors were provided with an example of the staffing levels that had been put in the budget for the year, the impact on the expenditure and income, and how any variances were reported to governors.

In response to the recommendations in the report, governors supported the monthly monitoring and Mr Patel explained how the increase costs for educational support staff were reflected in the costs for additional support staff in September 2024, and that the full 12-month costs were also reflected in future years.

It was reported that the forecasted energy costs were based on guidance from the local authority, similarly with other expenditure and Ms Cummins described how the local authority had renegotiated the rates for buying energy and how this could possibly create a difference in the price for energy. A governor also suggested how the local authority could procure far better rates and the best prices in the energy market.

Reference was made to the Devolved Formula Capital (DFC) funding which had not really been utilised in the past and how there had been a carry forward of £61,742 and capital income of £18,445 which had resulted in a current balance of £80,187.

It was noted that the capital balances were not part of the school's revenue balances, and would not form part of the estimated carry forward balance subject to clawback.

Governors were asked to be mindful of how any future spend of the DFC funding would need to be considered moving forwards.

Governors noted the funding assumptions, staffing pay award assumptions and other assumptions including significant changes to future years and Mr Patel described how these would be updated once more information was known.

Mr Patel provided an overview of the reasons for the main variances to the current budget and in answer to a question, it was reported that the staffing costs were 78% of the school budget, which was in tolerance, with the expected proportion to be over 80%.

Following a discussion, a governor suggested how some other budget items couldn't be controlled including the energy costs, and Ms Cummins described the plans to complete an energy audit to ensure full efficiency in school.

A governor commented on how the cost of business rates was due to increase and Ms Cummins advised how the school didn't pay business rates as this was shown as income and expenditure with a nil balance. A governor advised how the local authority was currently in the process of trying to get the EFA to cover the business rates for all schools.

Mr Patel provided an overview of the significant variances which included:

#### Income

- Funds Delegated by the Local Authority: £124,290 favourable variance
- High Needs Top Up Funding: £56,297 favourable variance
- Pupil Premium: -£9,635 adverse variance
- Other income from facilities and services: £251,219 favourable variance
- Other COVID related grants: £15,000 favourable variance

#### Expenditure

- Teaching Staff: £147,029 favourable variance
- Education Support Staff: -£26,219 adverse variance
- Premises Staff: £32,096 favourable variance
- Administrative and Clerical Staff: £30,637 favourable variance
- Cost of Other Staff: £33,310 favourable variance
- Agency Supply Teaching Staff: -£60,000 adverse variance
- Bought in Professional Services – Curriculum: -£50,655 adverse variance

Governors were asked to be mindful of how the cost of some of the variances were offset by the supply budget and in response to a comment from a governor, the headteacher explained how supply teachers were generally not as good as permanent, full-time teachers, but that the school could not avoid the need for supply cover.

It was reported that the cover team in school had now been increased from 1 to 3 through the internal promotion of two TAs in school and how this had made a significant impact and had enhanced the provision in school.

A governor questioned whether there was any capacity to increase this cover further, and Ms Cummins explained how it would be reviewed at the end of the year and was dependent on having the right calibre of staff.

The headteacher also explained how the school didn't have insurance cover and how a comparison needed to be made against the supply costs and cost of the cover team. The headteacher described how she would anticipate that the school spent more on supply than it did on cover but how this needed to be analysed further.

Mr Patel suggested how the agency supply teaching staff costs and bought in professional services costs could be vired from other cost centres which would result in a reduction of these variances. Governors considered how this would not alter the final balance although the improved accounting practice would be better for the CFR headings and SFVS.

Governors noted that the budget assumed a 2.5% increase in pay from April 2024 and that the latest employer's offer was for an increase of £1,290 on pay points up to 43 and 2.5% on pay point 44 and above which would cause an additional expenditure of around £38,900.

Governors also noted the updated financial forecasts for 2024/25, 2025/26 and 2026/27.

#### **b) Latest month end returns and virements**

Governors noted and approved the adjustments to budget heading allocations which included virements between CFR headings of £4,345, £3,420 and £1,500.



**c) Service Level Agreements**

It was noted that there had been no new Service Level Agreements to be approved by governors.

**d) Monitor income and expenditure of additional funding**

- **Pupil Premium Funding**

Governors were presented with the latest Pupil Premium Strategy Statement and the headteacher described how the funding was used in school to bridge the performance gap between disadvantaged and non-disadvantaged pupils.

It was noted that the school had 40% Pupil Premium eligible pupils and how the majority of the funding was used on staffing.

The headteacher described the overall objectives of the use of the funding, and in answer to a question, described how the gap was widening. Governors were informed of how there were no gaps in some subjects e.g. History but in other subjects, the gap was widening, which was a national picture.

The headteacher repeated how the schools primary aim was to bridge any performance gaps and to provide Quality First teaching for all pupils, which included scaffolding in lessons so that every pupil could fulfil their potential, as well as being provided with a variety of opportunities to grow and mature.

Governors were assured of how there were very little or no gaps where Quality First teaching was at its finest in school e.g. in French.

In answer to a question the headteacher described how the school operated a Hybrid model, with mixed attainment and mixed ability classes in Years 7 and 8, some in Year 9, and depending on the subject in Year 10 and 11.

The headteacher provided examples of the mixed attainment classes in Languages, History, Geography and RE compared to Maths and Science that had the option to set higher attaining students.

It was reported that English had maintained the mixed attainment, how the staff liked this model and how KS3 were on the whole had remained as mixed attainment which had made a positive impact on attainment.

In response to a comment from a governor, the headteacher described the difficulties for middle or lower ability pupils never having the opportunities to work with higher ability pupils and how this was a very beneficial model for these pupils which produced an increase in confidence, motivation and resilience.

Following a discussion, the headteacher explained how it was not easy for some teachers to deliver this model, but how it allowed all pupils to blossom.

Governors supported this model and the headteacher described how very positive feedback had also been received from the recent Open Evenings.

In answer to a question, the headteacher described how the mixed ability model also helped with behaviour and disruption in lessons, with the lower ability pupils generally being more on task.

The headteacher repeated how this model was hard for some teachers due to having to stretch and challenge every child at different paces and how this was recognised in school.

- **COVID Recovery Premium Funding**

It was noted that there had been no new funding allocation in 2024/25.

## **24.33 Premises, Health and Safety including Buildings Reviews and Proposals**

### **a) Building Development Plan Update**

Ms Cummins presented the updated Building Development Plan and drew governors' attention to the 5 Year Electrical Test which was due in August 2025. It was reported that the work was due to take place over three weeks in August 2025 at a cost of £4,420.

In response to a comment from a governor, Ms Cummins explained how a budget allocation would be added to the budget in April 2025 to cover any remedial work identified from the electrical test.

It was reported that the external lighting work was due to be completed during the October half term closure at a cost of £1,644 along with the refurb of the Attendance Office, due to the increase in staffing from two full time to four.

Ms Cummins advised how the plans for the SLP funding and for the capital work would be presented at the next meeting and Mr Hird offered to provide any help or support where needed.

**b) Maintenance and Upkeep of School Premises and Grounds**

Governors noted the separate report on the Summer works that had been completed by the Site team and in answer to a question, Ms Cummins was requested to share the full asbestos survey report with Mr Hird.

**Ms Cummins**

In response to a further question, the headteacher described the conclusion of the asbestos survey report and how there had been no changes or new issues raised.

A governor described how there had been a national exercise for schools and enhanced scrutiny of asbestos which had been driven by an increase in the due diligence in schools converting to academies not being managed effectively.

The headteacher described how there had been an issue with the local authority documentation which had been picked up during the inspection, but how the inspector had seen this in other Lancashire schools too.

*Mr Hird gave his apologies and left the meeting at 5.30pm*

**c) Risk assessments and Health and Safety**

Governors received the Health and Safety report and Ms Cummins described how the fire alarm practice had taken place on Thursday 3 September, with a total evacuation time of 7 minutes 7 seconds.

It was reported that a number of issues had been identified, which included issues with the Fire Alarm cancelling itself which had caused issues with the Maglocks on some of the internal and external doors and staff directing pupils to the wrong exit. Ms Cummins described how the fire panels and doors had been serviced on 30 August and had all been working fine, and that since the 12 September something had caused the problems. Ms Cummins explained how the issues couldn't be resolved whilst the pupils were in school so the contractors were booked in for the October half term closure and that the school had a work around to ensure the safety of the staff and pupils while the issues were being resolved.

Ms Cummins described how feedback was being given to staff which would be followed up by staff being asked to sign to say that they had read and understood the school's Fire Safety and Procedure Policy before the end of term and how an additional fire drill would then be completed after the half term closure.

In answer to a question, Ms Cummins described how staff were aware of the fire practice the first time but would not be informed of when the second practice would be.

In response to a comment from a governor, Ms Cummins and the headteacher described how they would both like to see the evacuation time reduced and Ms Cummins emphasised how the procedures needed to be reinforced.

Mr Fern suggested how the evacuation time would also depend on what period the fire practice was done and the headteacher repeated how she would like to see the pupils evacuate quicker.

It was suggested that staff should also be asked to confirm whether they still had the evacuation posters in the classrooms and Ms Cummins described the plans to do this.

#### **d) Accidents and Incidents**

It was noted that any accidents and incidents were reported in the Health and Safety report.

A governor raised a question regarding the number of minor incidents reported in the Summer term 2 and Ms Cummins described how there had been a change in the personnel who collated the information and who had reported every detail and incident, which may not have been recorded in the past.

#### **e) Audit Reports**

There were no audit reports to be considered by governors and it was noted that the Health and Safety audit had been booked in for the first day of the February half term.

**24.34 Staffing****a) Current Staffing**

Ms Cummins provided an update on staffing and reported that there were currently four members of staff on long term sick, two who were expected to return next term and two who were expected to return after Easter.

Governors were informed of how there had been 20 new starters in school since the last meeting, which included an Exams Officer, a Groundsman, a Cleaner, the School Business Manager, 7 x Teachers, 7 x TAs and 2 x Behaviour Support Staff.

It was reported that there had also been additional casual contracts for lettings which had enabled a bank of staff for the school to draw on and how an intern had joined the school for a year in Design and Technology at no cost to the school.

In answer to a question Ms Cummins described how the 20 new starters had settled in school, how one member of staff had already resigned and that one appointment on the Behaviour Support team was due to start in school next month and that there were no job advertisements out at the moment.

It was reported that there would be one teacher resignation from December, and how the school had supply in already shadowing the role and how the advertisement would go out in the Spring term, which would hopefully increase the calibre of applicants.

In answer to a number of questions, it was noted that a TA had resigned with immediate effect at the beginning of September, and how the TAs had a probation period of six months.

Governors were advised of how there were other concerns which were being firmly managed within the schools' policies and procedures and Ms Cummins described how it was getting harder to employ the calibre of TA support staff that the school wanted.

The remainder of this item was deemed confidential and was minuted as such.

**b) Appraisal Arrangements**

It was confirmed that arrangements for staff appraisal were in place and being developed.

**24.35 Policies and Procedures**

Governors reviewed and approved the following policies:

- a) CCTV Policy**
- b) Charging and Remissions Policy**
- c) Data Protection Policy**
- d) School Emergency Plan**
- e) Lockdown Procedure**
- e) Fire Safety and Procedure Policy**
- f) Health & Safety**
- g) Lettings Policy**
- h) Petty Cash and Security of Cash Policy**
- i) Security Policy**
- j) Treasury Management Policy**

Ms Cummins explained how the only change for governors to note was with the Lettings Policy, and how the note about only hiring external facilities had been removed.

Ms Cummins described the plans to increase the income into school and to open up the schools' facilities to the wider community.

Ms Cummins presented the proposed costings for the various facilities which included £40 per hour for the Sports Hall reducing to £28 for other areas in school.

A governor questioned the proposed hire cost for the Sports Hall and Ms Cummins described how this was based on the local rates for similar venues in the area.

Ms Cummins described the plans to agree an hourly cost and to agree a further reduction in event of any block bookings.

Following a discussion, the headteacher described how she was keen to increase the lettings especially as the school was currently in a much stronger position to be able to manage an increase in lettings, with vacancies being advertised for casual lettings staff.

In answer to further questions, Ms Cummins advised how staff would be paid £12 per hour to open up the school and how the policy stated that a member of staff was not needed to be onsite for the duration of any letting, but how this was always done in school. Ms Cummins described how the school had discussed having a 2-hour minimum let to cover this cost and how the lettings would include use of the School Hall, Assembly Hall, Music Room, Dining Hall but not necessarily any classrooms. Ms Cummins described how this would be an ongoing project and that there would be enough interest in the lettings due to the number of enquiries that had already been received.

Ms Cummins explained how she would like to keep the lettings income with a view to develop the site further to the benefit of the pupils and increase the lettings further.

Governors discussed the links with the community using the schools' facilities, the lack of facilities in the local area and how the 3G pitch could also be let over the Summer closure period.

After further discussion and questions, governors were assured of how the proposed lettings charges were competitive and Ms Cummins described how the parent of an existing member of staff was due to apply for the Lettings staff vacancy. Ms Cummins described the importance of potential staff buying into school and who were known in the local community, and how her desire was to open up the schools' facilities, to build on this and increase the income into school and then to use this income to continue what the school already had.

Governors discussed the need for a member of staff to be in school when the premises were being used, and the headteacher suggested that this principle should remain in the policy which governors agreed with.

A governor questioned whether there would be any resistance from the schools' neighbours with the increase in lettings and how the school would deal with this.

The headteacher described how any previous issues had been resolved with the gates now being opened earlier for any lettings, which prevented cars queuing on the road outside school and how the neighbours had now got used to the floodlights and out of hours activities.

In response to a further question, Ms Cummins described how she was looking at formulating how staff could remain in school during the extra hours the school was open for any lettings and the headteacher assured governors of how there would be no expectation for staff to remain in school out of hours and how staff were allowed to manage their own workloads how they wanted to. Governors discussed the size of the school site, how staff could potentially be locked in and how this had happened in the past.

Ms Cummins advised how the form had been signed to remove Su Evans and add Ms Cummins to the bank mandate which was approved by governors.

#### **24.36 Confidentiality**

Governors were reminded that all matters discussed at meetings were not for general discussion outside the meeting.

The committee considered whether any items discussed were required to be recorded in the minutes as confidential; that is, that should not be made available to the general public should a request be received to view governing body papers and it was agreed that that part of item 24.34 was confidential and was minuted accordingly.

#### **24.37 Date and Time of Next Meeting**

Future committee meetings were scheduled to be held in school at 4.30pm on:

- Wednesday 22 January 2025
- Wednesday 23 April 2025 (budget setting)
- Wednesday 21 May 2025

Governors were thanked for their attendance and input and the meeting closed at 5.55pm.



**APPENDIX A**

# **ASHTON COMMUNITY SCIENCE COLLEGE**

## **Resources Committee**

### **Regulations**

#### **Membership**

1. The committee will elect a chair from within its own membership. The Chair / Deputy Chair can only perform the role of Chair of the Committee, in line with and cannot exceed his/her term of office between one and four years.
2. Non-voting participants may be invited to meetings by the committee as and when required.
3. The Committee shall consist of (no fewer than four) members of the Governing Body. The Headteacher is a member of the Committee.
4. The Committee shall have such co-opted, non-voting members as the Governing Body shall appoint. The Committee may make recommendations for these appointments.
5. The membership of the Committee shall be reviewed and determined annually by the Governing Body. It is recommended that the SBM attends meetings, as they will be able to advise on financial considerations.
6. Staff members should not form a majority of the committee.

#### **Quorum**

The quorum shall be (no fewer than three) members, excluding any co-opted non-voting members and the Headteacher.

## Meetings

The Chairman shall be responsible for convening meetings of the Committee. Procedures of any meetings held must be minuted and these minutes presented to the next meeting of the Governing Body.

The committee will meet as often as is necessary to fulfil its responsibilities, including in relation to timescales outlined in the school's financial policies and procedures, but at least once per term.

## Terms of Reference

1. To provide guidance and assistance to the Headteacher and the Governing Body on all financial issues.
2. To review and approve Internal Financial Regulations for the financial management of the school taking account of guidance issued by the Authority.
3. To consider budget plans presented by the Headteacher and to make recommendations to the Governing Body for approval.
4. To consider budget monitoring reports relating to all public funds (i.e. school budget share and any other funds devolved by the Authority including Standards Fund) and make recommendations to the Governing Body.
5. To approve virements between budget headings and purchasing of goods where the value is in excess of the sum delegated to the Headteacher under the school's approved Internal Financial Regulations.
6. To monitor income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan, including Pupil Premium and other grants, and where necessary, make recommendations to the governing body.
7. To consider and make recommendations on all finance policies of the school including those relating to charges, lettings and income.
8. To contribute to the school's improvement plan including consideration of the longer term resource requirements of the school.

9. To consider the appropriate level of reserves and balances bearing in mind guidance produced by the Authority.
10. Review arrangements for service level agreements and traded services, as appropriate
11. To consider the annual audited accounts of all unofficial funds prior to presentation to the Governing Body.
12. To consider audit reports and other relevant reports and make recommendations to the Governing Body.
13. To consider appropriate arrangements to meet the Schools Financial Value Standard (SFVS)
14. To consider and advise on any financial matter referred to it by the Governing Body.
15. The Committee will have delegated powers relating to all matters concerning the Premises of the School, grounds and buildings. Maintenance, Repairs, Cleaning and Health and Safety
16. Lettings policies and charges and advise the governing body.
17. A planned programme for internal & external maintenance
18. In addition, in the event of the School being allocated money for capital expenditure, to plan whether this is to be spent and on what. To present this plan to the governing body for approval.

### **Revision**

These powers will be reviewed annually at the Autumn term meeting

### **Disagreements between Committees**

Any disputes between committees will be resolved by the full Governing Body.



## **GOVERNOR SERVICES: EDUCATION IMPROVEMENT**

### **ASHTON COMMUNITY SCIENCE COLLEGE (06104)**

Minutes of the meeting of the Resources Committee held remotely and in school on Wednesday 9 October 2024 at 4.30pm

#### **24.34 Staffing**

##### **a) Current staffing**

Ms Cummins described how there had been one staff disciplinary matter since September which had resulted in a final written warning.

The headteacher reported how this had involved one of the site staff who had behaved inappropriately towards a younger member of staff by the use of abusive language, and passive aggressive behaviour which had been witnessed by other staff.

The headteacher described how HR had been involved with the situation and that the final written warning was in addition to the member of staff already having a management instruction. Governors were informed of how the final written warning would stay "live" for two years.

