



INTERIM ANNUAL GOVERNANCE STATEMENT

2015 – 2017

In September 2016, the Governors decided to expand the Governing Body to reflect the increasing workload of GBs. This required a new 'Instrument of Governance', the re-appointment of existing governors, and the appointment of additional governors. As a result, your governors decided to produce this interim statement.

School Name	Cherry Lane Primary School
School Address	Sipson Road, West Drayton, Middlesex, UB7 9DL
Telephone Number	01895 444480
Governor Contact e-mail	governor@cherrylane.hillingdon.sch.uk
Web-site	http://www.cherrylane.hillingdon.sch.uk
Category of School	Community
DfE number	312-2084
OfSTED Grading	Good
Date of Last inspection	21st March 2014
Name of Head Teacher	Stephen Whitehouse
Date of Annual Governance Statement	31st March 2017

Background

From September 2015, all maintained school governing bodies must publish certain details online. This statutory requirement is set out in the 'Constitution of governing bodies of maintained schools', DfE Statutory Guidance March 2015.

Publication of governors' and associate members' details

As holders of public office, governing bodies are required to publish online the identity of all their members. This information should include:

- full name and title
- which category of governor
- which body appoints/elect them to office
- term of office
- which committees governors serve on
- which committees associate members serve on (incl. voting rights afforded to them)
- details of any positions of responsibility held, such as chair, vice chair and chair of any committee or panel

Register of business interests

From September 2015 all maintained schools are under a duty to publish online their register of interests. The register should:

- state the name and category of each governor
- set out any relevant business interests
- set out details of any other educational establishments that they govern
- set out any relationship details between governors and members of staff, including spouses, partners and relatives

Other information

The DfE Governors' Handbook 2015 highlights that governing bodies should also publish other key information online. Please see extract below.

In the interest of transparency, all schools and academies should publish, including on their website, up to date details of the structure of the governing body and any committees, together with the names of their governors and their particular roles and responsibilities within that structure. They should also publish an annual statement setting out the key issues that have been faced and addressed by the governing body over the last year, including an assessment of the impact of the governing body on the school. For academies, these details of their governance arrangements must also be provided within the governance statement of their published annual accounts.

The use of the word 'should' in the above text strongly implies that it is good practice for governing bodies to publish an **annual governance statement** (as academy trusts are required to do through the Accounts Direction) to explain how it has fulfilled its responsibilities, particularly in relation to its core functions.

The statement should include

- the governance arrangements that are in place, including the remit of any committees;
- the attendance record of individual governors at governing body and committee meetings;
- an assessment of the effectiveness and impact of the governing body and any committees with details of any particular challenges that have arisen.

This is also reflected in the Ofsted Inspection Handbook, January 2015, section 165, where it says 'Inspectors should consider whether governors are transparent and accountable, including in terms of governance structures, attendance at meetings, and contact with parents and carers'.

The core functions of the governing body

As defined by the Department for Education (DfE) in The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013, the core functions of the governing body include:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the head teacher to account for the educational performance of the school and its pupils; and
- Ensuring the sound, proper and effective use of the school's financial resources.

In exercising their functions, the governing body shall

- Act with integrity, objectivity and honesty and in the best interests of the school; and
- Be open about the decisions they make and the actions they take and in particular
- shall be prepared to explain their decisions and actions to interested parties.

The Seven Principles of Public Life

All governors and associate members are obliged to abide by these principles, originally published by the Nolan Committee:

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Constitution of the Governing Body

The governing body was formally constituted on 3rd October 2016. A governor's term of office is 4 years

Category	Number	Appointed or elected
Parent Governor	3	Elected by parents of pupils at the school
Staff Governor	1	Elected by all staff employed at the school
Co-opted Governor	6	Appointed by the Governing Body
Local Authority Governor	1	Nominated by the Local Authority and appointed by the Governing Body
Head Teacher	1	Governor by virtue of his position at the school
Total	12	

Membership of the Governing Body

Name	Category	Information	Date Elected
Phil Haigh	LA Governor	Chair of Governors	03.10.2016
Steve Whitehouse	Headteacher		Not applicable
Mandy Bedborough	Staff Governor		05.10.2016
Carl Nielsen	Co-Opted Governor	Vice Chair	03.10.2016
Mary Davie	Co-Opted Governor		03.10.2016
Mike Wisgard	Co-Opted Governor	Marcoms lead	03.10.2016
Shaun Holliday	Co-Opted Governor		03.10.2016
Carl French	Parent Governor	Safeguarding Governor	03.10.2016
Kevin Bugler	Parent Governor	SEND Governor	03.10.2016
Hailey Winton	Parent Governor		07.12.2016
Vacancy	Co-Opted Governor		
Vacancy	Co-Opted Governor		
Seema Kharbanda	Clerk	Non-Voting	N/A

03.10.2016 - re-appointment date following new 'Instrument of Governance'

Induction and Training of Governors

An induction procedure has been implemented for training and induction of new Governors. Induction tends to be done informally and the exact nature of help and support to an individual will depend on their existing experience.

Formal training sessions for all new governors are run by the London Borough of Hillingdon Governor Support Team. Attendance on these courses by new governors is mandatory.

Governors are also provided with access to online training modules and courses. All governors are given access (either online or as printed copies) to policies, procedures, minutes, accounts, budgets, plans and other documents that they will need to undertake their role as governors.

Training by external providers is offered to all governors either for the governing body as a whole at the school or for governors individually. All governors are encouraged to attend regular training to keep their knowledge and skills up to date and the attendance of governors at training is monitored by the Chair of Governors.

A Commitment to Raising Academic Standards for All Pupils

We encourage parents to be aspirational for their children and to have a clear understanding of what their children are able to achieve and what they can do to support learning.

To the end of raising achievement with parent support, the governors have promoted parent workshop, online homework and the home/school conversation described as 'Assertive Mentoring'. Governors have targeted more able pupils as a group to be encouraged and supported. As a result a member of staff has been involved in a special project with Teaching Leaders. All classes have additional curriculum strategies for developing the more able pupils in core subjects.

The school has been working with 'Teach It Right' supporting children/families who aspire to taking the 11 Plus Exam.

The Governors wish to encourage the sense of a Cherry Lane community that is cohesive and encompassing. This has been driven by means of curriculum but also by community events.

These have included Diwali, Fireworks, International Day and Eid.

Governance Structure

The Governors approve all policies and review the performance of the school at all levels through the following Committees:

□ **The Governing Body (GB)** is responsible for determining the strategic direction of the school. In addition, because we are a small Governing Body, all curriculum matters including teaching & learning and target setting & assessment form the major part of the work of the GB. Non-confidential minutes are available

□ **Finance & Personnel (F&P)** is responsible for overseeing financial performance and the recruitment and retention of staff. The Committee Chair in 2015-16 was Phil Haigh. The F&P Committee has full powers delegated by the Governing Body. Non-confidential minutes are available

□ **Premises** responsible for the routine maintenance of the school buildings and carrying out investment projects delegated to it by the F&P Committee. The committee Chair for 2015-16 was Carl Neilsen.

□ **Performance Management** reviews the performance of the headteacher annually and determines the remuneration of the headteacher. It also reviews the salaries of members of the senior leadership team following their annual performance review by the headteacher. The Performance Management Committee has full powers delegated by the Governing Body. The Committee Chair in 2015-16 was Phil Haigh. All minutes are confidential.

□ **Marketing & Communications** (Marcoms) is responsible for the web-site, corporate identity and the presentation of the school to the parents and wider community.

□ Other Committees and panels are formed as required for considering staffing issues and pupil exclusions where relevant.

The governing body has power to appoint Associate Members to Committees but during 2015-16 chose not to.

The Minutes of Committee meetings and policies approved are circulated to all Governors. Committee Chairs report at each Governing Body meeting on their activity with emphasis on their monitoring of progress towards the targets in the School Improvement Plan and the action taken in response to any significant variances from plan.

Members of the Senior Management Team attend relevant Committees to provide information.

In addition to information provided by the school's senior leadership, Committees seek input from a wide variety of external sources including examination results, published performance data (both educational and financial), benchmarking comparisons, results analyses from the Ofsted Data Dashboard and the Fisher Family Trust, RAISE online data, evidence on performance from the Local Authority school improvement advisory service, financial reports and Audits from the Local Authority, school council, presentations to governors by the school's middle managers and subject leaders, governors' monitoring of national and local educational developments, Ofsted criteria and reports.

Governors also develop their understanding of the school's day to day work through a programme of regular governor visits.

This information enables the governors to carry out effectively their three core strategic functions:

- **Ensuring clarity of vision, ethos and strategic direction;**
- **Holding the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff; and**
- **Overseeing the financial performance of the school and making sure its money is spent efficiently and provides 'best value'.**

Attendance at meetings of Governing Body and Committees with delegated powers (2016-17 to date)

Member	Governing Body		Finance & Personnel		Performance Management	
	attended	total meetings	attended	total meetings	attended	total meetings
P Haigh	5	5	5	5	2	2
C Nielsen	4	5	4	5	2	2
P Sainthouse	1	2	3	3		
M Bedborough	2	2	2	2		
M Davie	2	5	3	5		
S Whitehouse	5	5	5	5		
M Wisgard	3	5	3	5	1	1
C French	2	5	0	0		
K Bugler	3	5	4	5		
H Winton	0	0	1	1		
S Condrón*	N/A	N/A	5	5		

S Condrón* -School Business Manager in attendance.

Key Issues and Challenges for Governors/Committees in 2015/16

Cherry Lane Governing Body

1. Establishing a Special Resource Provision (SRP) for pupils with ASD and Complex Needs

As part of the LB Hillingdon High-Needs strategy, the Governors agreed to set up an SRP for up to 12 ASD pupils who would benefit from partial integration in a mainstream setting. Supported by a capital investment from the LA and funding from the DSG, the special unit was opened, fully staffed in September 2015. Despite some initial issues and a short term disproportionate use of senior management time, the unit is now established and pupil numbers are increasing.

2. To raise attainment in the core subjects in Key Stage One

Recognising that some of the children have low starting points, the detailed plan involves quality first teaching, specialist intervention groups and curriculum development both in Maths and Writing. Phonic groups were set to ensure that all children are gaining targeted provision. The outcome illustrates a significant improvement from a pass rate of 67% in 2015 to 83% in 2016.

3. Improving the achievement of the more able pupils

Ensuring that children's identified abilities are encouraged and developed, the plan involves good classroom practice that demonstrates the use of 'challenge for depth' providing additional activities and questions that stimulates more able pupils. Setting, interventions and enrichment activities are also elements of the plan. Aspiration is encouraged and the outcome was the establishment of an 11+ group.

4. Further development of writing

A new programme 'Talk for Writing' was introduced in year 2 with the intention of expanding the provision to other year groups in future years.

Writing was also enhanced with careful monitoring and high quality marking. Less able children often experience tuition in small groups. The focus on writing and the initiatives undertaken have resulted in improved achievement that is now above the national average at 80%.

Finance & Personnel Committee

1. Recruitment and Retention of teaching staff

Due to the substantial increase in primary pupil numbers and the reduction in teacher training capacity, teachers are in short supply. As Cherry Lane is an expanding school, we require additional teachers each year. Our CPD (Continuous Professional Development) programme has ensured that staff retention is high, which combined with efficient and imaginative recruitment techniques has ensured that the school remains fully staffed with high quality teachers. Supply teachers have only been used for short-term teacher absence.

2. Retain Cherry Lane's strong financial position

DfE per-pupil funding has not increased for over 5 years. The absence of any inflationary funding, together with increases in National Insurance and pension contributions, has put further pressures on school budgets. Despite this, with the benefit of increased pupil numbers and prudent financial management, Cherry Lane is fully staffed, the senior management team has been strengthened, we continue to invest in our premises and our reserves have not reduced.

The Risk and Control Framework

The Finance & Personnel Committee's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed by the F&P Committee
- regular reviews by the F&P Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties;
- identification and management of risks.

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The F&P Committee reviews annually the school's compliance with the financial procedures regulations of the London Borough of Hillingdon. The Governing Body submits annually its self-assessment of compliance with financial best practice procedures, the School Financial Value Standard (SFVS). The school's submission for this period has been accepted by London Borough of Hillingdon.

During 2015-16 the F&P Committee has reviewed our medium term financial planning in the light of continued cash limited government funding. It is likely that the new single funding formula under consultation from the DfE will continue to reduce per pupil funding to schools in Hillingdon. Governors will continue to monitor the effect of this on our future funding and take account of it in our strategic planning.

Risk Management

The Governors have reviewed the major risks to which the school is exposed, in particular those relating to teaching, provision of facilities and other operational areas of the school, and its finances although at the present time not all risks have been formally assessed and documented in risk registers.

The Governors have implemented a number of systems to assess risks that the school faces, especially in the operational areas (e.g. in relation to teaching, safeguarding, health and safety, bullying and school trips) and in relation to the control of finance. There is a Whistle Blowing Policy in place and governors have introduced systems, including operational procedures (e.g. vetting of new staff and visitors, supervision of school grounds) and internal financial controls in order to minimise risk.

Capital Investments 2015/16

Curriculum

The Governors have invested in a new, separate library building. This is available to pupils during break-times in the school day, and together with their parents/carers, before and after school, to encourage pupils to take a greater interest in reading and to increase parental support.

Pupil health and fitness

Governors have invested in an outdoor gym, available on a rota during break times.

Together with the Local Authority, an investment has been made in a multi-use games area (MUGA). This all-weather surface is used to widen the range of sporting activities available to pupils and will also enable the pursuit of games when the football pitch is un-useable. The MUGA is also available during breaks and lunch on a year-group rota.

Register of Business Interests 2015/16

Governors' details in the Register of Business Interests includes any other educational establishments they govern. There were no material interests arising from relationships between governors, or relationships between governors and school staff (including spouses, partners and close relatives).

Governor	Business or Educational Establishment	Nature of Business	Nature of Interest	Date of Appointment
Philip Haigh	Eden Academy	Special MAT	Director	2012
	Moorcroft School	Special School	Governor	2012
	LB Hillingdon School's Forum	DSG Funding Allocation	Deputy Chair	2009
	School's Forum - High-Needs Funding Group	High Needs Funding Allocation	Chair	2013
	School's Forum - DSG Monitoring Group	Centrally retained DSG Monitoring	Chair	2013
	School's Forum - ISB Funding Group	Mainstream School Funding Allocation	Chair	2013
	School's Strategic Partnership Board	School Improvement	Member	2016
Carl Neilsen	Yiewsley & West Drayton Town Centre Action Group	Community Group	Treasurer	2010
	Key House Trust (Yiewsley)	Community Group	Trustee	2010
Kevin Bugler	Hillingdon Parent Carers Forum	Steering Group	Member & Website	2015
	Hillingdon DADS	Support Group For Male Carers	Founder	2015
Shaun Holliday	Bell Farm Christian Centre	Charity	Trustee & Director	2015
Mike Wisgard	Moorcroft School	Special School	Governor	2014 - resigned 20/03/2016
	Citizens Advice Hillingdon & Ealing	Charity	Director/Trustee	2015
	Carers Trust Thames	Charity	Director/Trustee	2015
	Citizens Advice Merton & Lambeth	Charity	Director/Trustee	01 July 2016
Carl French	None			
Mary Davie	None			
Paul Sainthouse	None			
Steve Whitehouse	National Association of Head Teachers	Union	Branch Secretary	2009
	Hillingdon Primary Forum Executive	School's Association	Member	2016
	Buttercup Day Nursery	Independent Group of Nurseries	Owned by Spouse	N/A

Financial Summary for the year ending 31st March 2016

The principal sources of funds are the Delegated Budget from the Dedicated School's Grant (DSG) allocated by the LB Hillingdon and the Pupil Premium and Universal Free School Meals Grant received from the Department for Education.

During the 2015-16 financial year the school's income and expenditure were;

Income:

All Income except Pupil Premium & Universal Free School Meals	£ 3,212,181
Pupil Premium & UFSM	£ 435,687
Surplus from 2014/15	£ 332,595
Total	£ 3,980,463

Expenditure:

Staffing	£ 2,656,281
Premises	£ 347,124
Capital items – Minor Works	£ 59,838
Learning Resources/ICT/Pupil Support	£ 364,355
Other (including catering contract)	£ 227,926
Surplus carried forward to 2016/17	£ 324,939
Total	£ 3,980,463

Note: Expenditure headings are summaries for information only and may not correspond with the CFR (Consistent Financial Reporting) framework in the school's statutory financial returns to the London Borough of Hillingdon.

Approved by the Governing Body and signed on its behalf by:

Philip Haigh
Chair of Governors