



The Shareholder Committee for the Dorset Centre of Excellence (DCOE)

Date: Monday, 5 December 2022

Time: 2.00 pm

Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Cllrs Laura Beddow, Spencer Flower (Chairman), Andrew Parry (Vice-Chairman), Gary Suttle and Peter Wharf

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services Meeting Contact chris.harrod@dorsetcouncil.gov.uk

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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Agenda

Item		Pages
1. APOLOGIES		
	To receive any apologies for absence.	
2. MINUTES		5 - 8
	To confirm the minutes of the previous meeting, held on 19 October 2022.	
3. DECLARATIONS OF INTEREST		
	To disclose any pecuniary, other registrable or non-registrable interest as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.	

If required, further advice should be sought from the Monitoring Officer in advance of the meeting.

4. PUBLIC PARTICIPATION

Representatives of town or parish councils and members of the public who live, work, or represent an organisation within the Dorset Council area are welcome to submit up to two questions or two statements for each meeting. Alternatively, you could submit one question and one statement for each meeting.

All submissions must be emailed in full to chris.harrod@dorsetcouncil.gov.uk by 8.30am on Wednesday 30 November 2022.

When submitting your question(s) and/or statement(s) please note that:

- no more than three minutes will be allowed for any one question or statement to be asked/read
- a question may include a short pre-amble to set the context and this will be included within the three-minute period
- please note that sub divided questions count towards your total of two
- when submitting a question please indicate who the question is for (e.g. the name of the committee or Portfolio Holder)
- Include your name, address and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda
- all questions, statements and responses will be published in full within the minutes of the meeting.

[Dorset Council Constitution](#) Procedure Rule 9

5. COUNCILLOR QUESTIONS

To receive questions submitted by councillors.

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and statements received will be published as a supplement to the agenda and all questions, statements and responses will be published in full within the minutes of the meeting.

The submissions must be emailed in full to chris.harrod@dorsetcouncil.gov.uk 8.30am on Wednesday 30 November 2022.

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| 6. | FORWARD PLAN | 9 - 14 |
| | To consider the Forward Plan. | |
| 7. | APPOINTMENT OF NON-EXECUTIVE DIRECTORS | 15 - 18 |
| | To consider the report of the Corporate Director of Commissioning and Partnerships. | |
| 8. | UPDATE REPORT FROM CHAIR OF THE BOARD | 19 - 24 |
| | To consider the report of the Chairman of the Board. | |
| 9. | URGENT ITEMS | |
| | To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) (b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes. | |
| 10. | EXEMPT BUSINESS | |
| | To move the exclusion of the press and the public for the following items in view of the likely disclosure of exempt information within meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended) | |
| | The public and the press will be asked to leave the meeting whilst the following item of business is considered. | |
| 11. | COMMISSIONING REPORT | 25 - 28 |
| | To consider the report of the Corporate Director for Commissioning and Partnerships. | |

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THE SHAREHOLDER COMMITTEE FOR THE DORSET CENTRE OF EXCELLENCE (DCOE)

MINUTES OF MEETING HELD ON WEDNESDAY 19 OCTOBER 2022

Present: Cllrs Laura Beddow, Spencer Flower, Andrew Parry, Gary Suttle and Peter Wharf

Also present: Cllr Byron Quayle

Officers present (for all or part of the meeting):

Kate Critchel (Senior Democratic Services Officer), Aidan Dunn (Executive Director - Corporate Development S151), Grace Evans (Head of Legal Services and Deputy Monitoring Officer), Theresa Leavy (Executive Director of People - Children), Jonathan Mair (Director of Legal and Democratic and Monitoring Officer), Matt Prosser (Chief Executive) and Claire Shiels (Corporate Director - Commissioning, Quality & Partnerships); Dr Sharina Klaasens (Acting Headteacher).

12. Apologies

An apology was received from Ian Comfort, Chair of Dorset Centre of Excellence Ltd.

13. Minutes

The minutes of the meeting held on 16 June 2022 were confirmed as a correct record and signed by the Chairman.

14. Declarations of Interest

There were no declarations of interest received.

15. Public Participation

There was no public participation to report.

16. Councillor Questions

There were no councillor questions.

17. Forward Plan

The draft Forward Plan was received and noted.

18. Appointment of Dorset Centre of Excellence Directors

The Corporate Director for Commissioning & Partnerships advised that there had been two new director appointments to the Board: Frances Nicholson and Stuart Jones, which the committee noted. There was also a recruitment process taking place to appoint an additional director who would be selected by 31 October 2022.

19. **Dorset Council Commissioner's Report**

The Executive Director for People (Children) introduced the report by giving members an update on the current position of the Dorset Centre of Excellence (DCOE) and Coombe House School. The school opened for the autumn term on 13 September 2022 with a phased approach of 36 children on the current school roll.

The growth of the school roll has slowed, with fewer children attending in September than was initially forecast in the original business plan.

The Corporate Director for Commissioning and Partnerships set out the detail of the report highlighting the areas of enhanced co-operation between the Dorset Centre of Excellence Board and the council. This was to ensure that both sides worked more closely together within the terms of the commissioning agreement to support the progress of the DCOE recovery plan.

The committee was further advised that a programme of works relating to the school had been completed; the details of which were listed within the report. There had been an increased on-site presence of Dorset Council officers and there was a lot of work being carried out in terms of recruitment activity.

She confirmed that new placements for children not returning to Coombe House had also been secured. It was confirmed that the business plan was being reviewed and any further development of services on the site had been paused to enable the company to focus on re-opening the school.

Following an opportunity to ask questions the report was received and noted.

20. **Report from Chair of Board**

Dr Sharina Klaasens advised that the Board had addressed the issues that impacted on the successful opening of the school. She confirmed that the Board welcomed the support from the officers of the council and a comprehensive programme of professional development was in place to ensure that teachers and support staff had the necessary knowledge, skills and understanding to provide a safe and effective learning experience.

The children on the school roll were content, settled and learning.

The Chairman welcomed the report and as there were no further questions the report was received and noted.

21. **Urgent Items**

There were no urgent items to report.

22. Exempt Business

It was proposed by Cllr P Wharf and seconded by Cllr A Parry

Decision

That the press and the public be excluded for the following item in view of the likely disclosure of exempt business information within the meaning of paragraph 1 & 2 of schedule 12A to the Local Government Act 1972 (as amended).

23. Dorset Council Commissioner's Report - Appendix

The committee received an update on human resources and pupil related information in respect of the Coombe House School.

Duration of meeting: 5.30 - 5.50 pm

Chairman

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**Shareholder Committee for Care Dorset Holdings Ltd
Forward Plan - April 2023
(Publication date – 10 MARCH 2023)**

Explanatory Note:

This Forward Plan contains future items to be considered by the Shareholder Committee for the Dorset Centre of Excellence. It is published 28 days before the next meeting of the Committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions

Key decisions are defined in Dorset Council's Constitution as decisions which are likely to -

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (**Thresholds - £500k**); or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of "*significant*" for these purposes the Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Committee Membership 2022/23

Spencer Flower	Leader / Governance, Performance and Communications
Peter Wharf	Deputy Leader / Adult Social Care and Health
Gary Suttle	Finance, Commercial and Capital Strategy
Laura Miller	Culture, Communities and Customer Services
Andrew Parry	Children, Education, Skills and Early Help

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Standing Items for Consideration				
April 2023				
Dorset Council Operational Update Key Decision - Yes Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 12 Apr 2023	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Jonathan Price, Interim Corporate Director for Commissioning jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Care Dorset Update Key Decision - No Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 12 Apr 2023	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Steve Veevers, Corporate Director Operations, Adult Care steve.veevers@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Risk Report Key Decision - No Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 12 Apr 2023	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Executive Director, People - Adults</i>
Dorset Council Delegated Decisions Key Decision - No Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 12 Apr 2023	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Executive Director, People - Adults</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
June 2023				

Dorset Council Operational Update Key Decision - Yes Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 29 Jun 2023	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Jonathan Price, Interim Corporate Director for Commissioning jonathan.price@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Care Dorset Update Key Decision - No Public Access - Fully exempt	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 12 Apr 2023	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Steve Veevers, Corporate Director Operations, Adult Care steve.veevers@dorsetcouncil.gov.uk Executive Director, People - Adults</i>
Risk Report Key Decision - Yes Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date 12 Apr 2023	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Executive Director, People - Adults</i>
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Subject / Decision	Decision Maker	Date the Decision is Due	Portfolio Holder	Officer Contact
Annual Reports				
Review of the Committee's Terms of Reference Key Decision - Yes Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Executive Director, People - Adults</i>
Report to Full Council on the performance of the trading activities of the company Key Decision - Yes Public Access - Open	Decision Maker Shareholder Committee for Care Dorset Holdings Ltd	Decision Date	Deputy Leader and Portfolio Holder for Adult Social Care and Health	<i>Executive Director, People - Adults</i>

Private/Exempt Items for Decision

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the shadow council proposes:-
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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The Shareholder Committee of the Dorset Centre of Excellence

5 December 2022

Appointment of Non-Executive Directors

For Decision

Portfolio Holder: Cllr A Parry, Children, Education, Skills and Early Help

Local Councillor(s): Cllr

Executive Director: T Leavy, Executive Director of People - Children

Report Author: Claire Shiels
Title: Appointment of Non-Executive Directors
Tel: 01305224683
Email: claire.shiels@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

This report provides an overview of the recruitment process and proposes the appointment of 3 Non-Executive Directors to the Board of the Dorset Centre of Excellence.

Recommendation:

To agree the appointment of the 3 non-executive directors enclosed in the report to the Board of Directors of the Dorset Centre of Excellence.

Reason for Recommendation:

The appointment of directors to the board of the company is a council consent matter (as outlined in the Shareholder Agreement Schedule 1) and the Shareholder Committee for the Dorset Centre of Excellence is responsible for this delegated function.

1. Introduction

- 1.1 A review of the membership of the Board of Directors for the Dorset Centre of Excellence identified that the board had strong representation of directors with a wide range of educational and therapeutic experience but would benefit from the addition of board members with a commercial background to support the company to move forward in the delivery and further development of its business plan. The role of the new Non-Executive Directors is to play a key role in building robust compliance, governance, and financial control.
- 1.2 A recruitment process was undertaken, using an executive search agency which brought forward a highly competitive field. Candidates participated in rigorous interviews undertaken by a panel that included the Chair of the Board; the Portfolio Holder for Children, Education,

Skills, and Early Help; the Executive Director People - Children and the Corporate Director – Commissioning and Partnerships.

1.3 The calibre of candidates was high and resulted in the identification of three people who would each be able to add significant value to the board. Due diligence and Disclosure and Barring checks have all been completed satisfactorily. Each board member offers strong commercial experience but will also offer additional experiences that will strengthen the board and support the development of the company into the future.

1.4 An overview of each proposed board member is provided below:

- i.) Hilary Morris – Commercial Director. Hilary is a pragmatic and solution focused commercial leader with over 15 years’ experience in delivering high profile organisational change focused on improving outcomes, realising savings, and supporting an inclusive economy. Hilary works for Barking and Dagenham council and has led significant programmes including leading the creation of a commercial company portfolio which includes regeneration, traded and schools improvement vehicles as well de-commissioning of a Council’s Joint Venture and the re-design of services for IT, Customer Contact, Corporate Procurement and Income Collection. As a commercial advisor to the Council’s Investment and Shareholder Panels, Hilary is focused on securing commercial returns through effective challenge to business cases and business plans combined with strong performance management frameworks.
- ii.) Diane Grannell - retired Principal & Chief Executive of Bournemouth & Poole College. Diane has recently retired following a long career in further and higher education. She has recently been appointed as a Board Member at Falmouth University and will take up that appointment on 1 December 2022. Diane was Principal & Chief Executive for six years and is experienced at working in partnership with many local statutory and industry bodies across Dorset. She led her college to develop a curriculum that better met local skills needs and to improve the quality of student outcomes resulting in an Ofsted judgement of Good in all categories in January 2022. She has served as a Director of Dorset LEP and as Chair of their Finance, Audit & Risk Committee. A qualified Chartered Management Accountant, Diane has worked at several different institutions including nine years as senior finance executive lead at Bournemouth & Poole College and eight years in a similar role at the Arts University, Bournemouth. In addition to financial expertise, she has extensive senior level leadership experience of further and higher education policy and regulation, institutional strategy, culture, organisational development, and quality assurance. At one time or another, she has led most of the different professional services functions relevant to colleges and universities. Diane holds a master’s degree in Business Administration from Manchester University. Having been involved in education for most of her working life, she is passionate about providing all young people with opportunities to fulfil their potential whatever their starting point and is a strong advocate for high quality education as a route to future individual success and wider economic prosperity.
- iii.) Anil Patil – Anil is a former barrister specialising in children act, family, and matrimonial finance law. As an entrepreneur he was the world’s first Starbucks franchisee, and now

principal shareholder of an organisation employing more than 1,500 team members across 91 sites, with a market value of c.£135m. Anil currently volunteers as a mentor to looked after children with Barnardo's; is a carer to children and young adults at Naomi House hospice; and is part of Oakhaven hospice community befriending service. He also serves as an independent member of a fostering panel; Non-Executive Director of two health and social care Community Interest Companies; and chairs a charity providing psychological therapies to infants and parents within vulnerable families; and alongside his wife is a respite carer of a child in care.

2. **Financial Implications**

The development and delivery of the Dorset Centre of Excellence Business Plan will be supported through these additional Non-Executive Director posts, which will enhance and support the financial sustainability and growth plans of the company.

Remuneration for Non-Executive Directors is provided by the company.

3. **Environmental Implications**

None identified through this report.

4. **Well-being and Health Implications**

None identified through this report

5. **Other Implications**

None identified through this report

6. **Risk Assessment**

6.1 **HAVING CONSIDERED:** the risks associated with this decision; the level of risk has been identified as:

Current Risk: low

Residual Risk: low

7. **Equalities Impact Assessment**

Not required for this report

8. **Appendices**

None

9. **Background Papers**

none

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Dorset Centre of Excellence Shareholder Committee

5 December 2022

Report from Chair of Board

For Decision

Report Author: Ian Comfort

Title: Director and Chair, Dorset Centre of Excellence Ltd

Report Status: Public

Brief Summary:

This report provides an update on the current situation at the Dorset Centre of Excellence (“the Company”) and the Coombe House School (“the School”). It considers progress made in relation to governance, leadership, staffing, estate, community use and finance.

The Shareholder is asked to note the content of this report and to continue its support for the Company.

Reason for Recommendation:

The Board, with the significant support of colleagues from Dorset Council, has looked to address the issues that impacted on the successful opening of the School. It has sought to swiftly and systematically recover the position to ensure that it can deliver a safe and rewarding learning experience for its pupils. The Board is mindful that without the ongoing support of the Council as its shareholder the Company is not viable.

1. Background

- 1.1 The Shareholder is aware of the background to opening of the School in May this year and the issues and challenges that arose.

2. **Governance**

- 2.1 The Board has been further strengthened following the recruitment for additional non-executive directors (“NEDs”). Interviews were undertaken by members of the Board and Council colleagues. The selection panel has recommended that the shareholder appoint three additional NEDs. Council colleagues are taking appointments forward with the shareholder.
- 2.2 A Quality and Curriculum committee is in place and is chaired by Dame Susan Jowett. The committee is responsible for overseeing the delivery of education at the School.
- 2.3 The Finance committee has not been operational since June due to insufficiently experienced NEDs and the lack of a finance manager for the Company. Subject to the appointment of the new NEDs, the committee will lead on reforecasting the budget and realigning the business plan.

3. **Leadership**

- 3.1 At its last meeting, the Committee was advised of the appointment of Dr Sharina Klaasens as interim headteacher. Dr Klaasens has focussed on creating and sustaining a safe, sustainable and effective learning environment for children and staff. She has put in place systems and practices that are starting to become imbedded and will provide a strong platform for further development.
- 3.2 A successful recruitment exercise was undertaken for the posts of Managing Director and Headteacher. Interviews were undertaken by members of the Board and Council colleagues. Andy Holder has been appointed as Managing Director and took up post on 18 November 2022. Mr Holder has significant experience in work with children with special educational needs and disabilities (“SEND”) both as a headteacher and as Director of Operations for an education provider. Darren Harte has been appointed as Headteacher and will take up post in January 2023. Mr Harte also has considerable experience in SEND. Dr Klaasens will continue to support the school during the period of handover.

4. **Staffing**

- 4.1 This term saw the appointment of further permanent teachers, which has resulted in all classes having fulltime, permanent teachers. This has contributed to greater levels of consistency, structure and routines for classes and reduced the number of agency staff. Staff turnover has

reduced since the end of the summer term. The School continues to experience challenges in recruiting further permanent teaching assistants. There is currently a recruitment drive underway for teaching assistants and for more teachers. Support from agencies has been sought whilst the recruitment drive is being conducted.

- 4.2 Key members of the central services staff have been appointed (facilities manager, HR manager, finance manager) many have already commenced, with the final one to due to commence in December 2022.
- 4.3 The Board is monitoring staff absence and turnover. Exit interviews are being conducted to establish reasons for this. These will be analysed and plans executed to address any consistent themes.

5. **Pupils**

- 5.1 There are currently 37 pupils on roll. The transition programme for the phased re-introduction of pupils to the school in the autumn term has been largely successful. The number of pupils attending Alternative Provisions has been reduced. The School is now registered with Asdan (Award Scheme Development and Accreditation Network), the Duke of Edinburgh's Award programme and with AQA (Assessment and Qualifications Alliance) to deliver a Unit Award Scheme. The School is currently in the process of registration with the AQA Examinations Board for the delivery of Functional Skills and GCSE's. Pupil engagement has increased substantially with some pupils already having completed several AQA Unit Awards. Pupil attendance has increased, and pupil behaviour has improved with a significant reduction in major incidents. There have been no suspensions (fixed term exclusions) or permanent exclusions. The School's adoption of a therapeutic approach embedded in a tri-partite curriculum has contributed to greater and sustained levels of re-engagement. The tri-partite curriculum comprises academic, vocational and therapeutic strands. Parent partnerships have grown stronger.

6. **Progress on completion of building works.**

- 6.1 The Council has advised that the acoustic works to Damson Hall will not be completed as planned due to the supplier experiencing a delay in the material required. The work is rescheduled for the Christmas break, but is still subject to materials being available due to very long lead times. This has no new ongoing impact on the pupils; those able to use the facility will continue to do so.

- 6.2 Works are completed on the walled garden and pupils are now beginning to use the facilities.
- 6.3 The Council handed over the kitchen and dining room at the end of October. The catering contract has been awarded and pupils have been provided hot meals for lunch since 14 November.
- 6.4 The last of the perimeter fencing is due to be completed by the end of November. This is a secondary fence to enhance the safety of the pupils once Oak House becomes operational.

7. **Community Use**

- 7.1 The Board has considered and approved the community use of the dry leisure facilities. Terms and conditions of use and charges are currently being agreed.
- 7.2 The Chair has met with the Town Clerk for Shaftsbury to discuss how the Company and the Town Council can work together in the interests of the local community. The Town Council has its own advisory committee for its leisure facilities and specifically for the use of its swimming provision. By working together, it should be possible to have our swimming facilities operational for the community early in the new year.
- 7.3 The Board has been clear that community use: cannot be subsidised from money allocated to the School; must operate on a minimum of cost recovery; and must at all times take into account the safeguarding of children attending the school and using the leisure facilities.
- 7.4 The Board has agreed to establish a community and leisure committee, which will have places for representatives of the local community and the Town Council

8. **Financial Implications**

- 8.1 At its last meeting the committee was advised that there are significant financial implications arising from the delay in the full opening of the School and the associated delays in the development of the Centre.
- 8.2 The situation has not improved since that meeting. The lack of a finance manager for the Company has meant that it has been very difficult to get a clear financial picture. That is being resolved. A qualified finance manager is now in post and additional NEDs have been recruited with finance experience. The first priority for the finance manager will be to prepare the

end of year accounts for submission to Companies House by 31 December. The Board anticipates having management accounts on a monthly basis from January 2023 onwards.

9. Climate Implications

9.1 There are no climate implications associated with this report.

10. Well-being and Health Implications

10.1 The Board has a duty to ensure the health, safety and well-being of its staff and the children attending the School. It has been mindful of this when considering the transition of children into the School; how it builds numbers; and how it provides community use of facilities

11. Other Implications

11.1 No other implications have been identified.

12. Risk Assessment

12.1 **HAVING CONSIDERED:** the risks associated with this decision; the level of risk has been identified as:

Current Risk: High

Residual Risk: Medium. There is a recovery plan in place which is being closely monitored by the Board and Council officers.

13. Equalities Impact Assessment

13.1 The Board has not conducted an Equalities Impact Assessment for this report. The specific needs of each child have been considered when developing transition plans.

14. Appendices

14.1 There are no appendices to this report

15. Background Papers

15.1 There are no background papers included with this report.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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