



**GOVERNANCE STATEMENT**  
**For the Academic Year 2023-24**

**BRIEF DESCRIPTION OF SCHOOL AND CORE FUNCTIONS**

Future Education is a special school which caters for students who have social, emotional and mental health (SEMH) difficulties, including associated challenging behaviours. Many of the students that attend the school have additional special educational needs such as speech, language and communication difficulties, attention deficit and hyperactive disorders (ADHD) and autistic spectrum disorder (ASD).

The School is part of the wider charity – Future Projects – which exists to tackle poverty, deprivation and disadvantage in Norfolk.

The school operates with high student-to-staff ratios, we deliver a unique combination of academic and vocational study alongside a range of integrated therapeutic provision to ensure our students engage with learning and acquire the skills and qualifications they need to go on to lead happy fulfilled lives.

The Board of Governors has the following core functions:

1. Setting the vision, ethos and strategic direction of the school, engaging with stakeholders and ensuring that statutory duties are met within the agreed policy framework
2. Acting as a 'critical friend' to the school by holding the Head Teacher to account for teaching, curriculum, behaviour, and safety; challenging and strengthening leadership; and contributing to self-evaluation and improvement

**The Board**

The Governing Board operates on behalf of the Charity's full board of Trustees who are the school's proprietors. This enables the Trustees to discharge their detailed duties and responsibilities effectively through the school Governing Board – which includes Trustee representation.

The Governing Board is made up of individuals with relevant experience in education and senior staff from within the charity, as well as an elected school staff Governor. Currently the Board includes experience in Curriculum development and partnerships, Leadership and Management, Headship, Charity services, and Finance and Education Leadership/Governance.

In the 2023/24 academic year the Board met FIVE times – choosing to adopt more in-depth but less regular meetings than previously. Governing Board meetings are carefully planned to enable Governors to cover all key aspects of school governance throughout the year, with standing agenda, meeting dates and key activities scheduled.

Governors receive in-depth induction to familiarise themselves with the school, its policies, aims, systems, staff and approach. Governors undertake mandatory training and additional training linked to their areas of responsibility to ensure they are adequately equipped to discharge their responsibilities.

Governors agree to adhere to the code of conduct and declare pecuniary and other interests on at least an annual basis in order to ensure conflicts of interest can be appropriately identified and managed. The Conflict of Interest policy is issued to all Governors each year and is clear in regards to how potential or perceived conflicts as



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|   | <p>well as materials conflicts, are managed. Conflicts of interest is a standing agenda item at each board meeting.</p>  |                                    |   |   |   |  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
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| <b>Clerking</b>   | <p>Clerking services are provided by Helen Paterson and include professional guidance in matters relating to Governance and best practice. The Chair of Governors undertakes formal Appraisal with the Clerk on an annual basis and the school provides training and CPD as required.</p>  |                                    |   |   |   |  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| <b>Attendance record of governors</b>                   | <p>Details of individual governors' attendance at meetings are as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 50%;"></th> <th style="width: 10%;"></th> <th style="width: 10%; font-size: small;">FE FGB4. 18.7.23<br/>(Revised date)</th> <th style="width: 10%; font-size: small;">Future Education<br/>FGB 1. 18th October</th> <th style="width: 10%; font-size: small;">Future Education<br/>FGB 2. 17th January</th> <th style="width: 10%; font-size: small;">Future Education<br/>FGB 3. 24th April</th> <th style="width: 10%; font-size: small;">Future Education<br/>FGB 4. 9th July 2024</th> </tr> <tr> <th style="text-align: left;"><b>Governor</b></th> <th style="text-align: left;"><b>Governor Type</b></th> <th style="text-align: left;">18 Sep 2023</th> <th style="text-align: left;">18 Oct 2023</th> <th style="text-align: left;">17 Jan 2024</th> <th style="text-align: left;">24 Apr 2024</th> <th style="text-align: left;">09 Jul 2024</th> </tr> </thead> <tbody> <tr> <td>Mr Mark Chapman</td> <td>Appointed governor</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> </tr> <tr> <td>Mr Daniel Childerhouse</td> <td>Appointed governor</td> <td>Y</td> <td>Y</td> <td>N</td> <td>Y</td> <td>N</td> </tr> <tr> <td>Mr Gavin Cowley</td> <td>Appointed governor</td> <td>Y</td> <td>N</td> <td>Y</td> <td>Y</td> <td>Y</td> </tr> <tr> <td>Debbie Edwards</td> <td>Headteacher</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> </tr> <tr> <td>Mrs Rebecca Handley-Kirk</td> <td>Appointed governor</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>N</td> </tr> <tr> <td>Sharon Moy</td> <td>Staff governor</td> <td>n/a</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> </tr> <tr> <td>Mrs Helen Paterson</td> <td>Clerk</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> <td>Y</td> </tr> </tbody> </table> |                                    |   | FE FGB4. 18.7.23<br>(Revised date)      | Future Education<br>FGB 1. 18th October | Future Education<br>FGB 2. 17th January  | Future Education<br>FGB 3. 24th April | Future Education<br>FGB 4. 9th July 2024 | <b>Governor</b> | <b>Governor Type</b> | 18 Sep 2023 | 18 Oct 2023 | 17 Jan 2024 | 24 Apr 2024 | 09 Jul 2024 | Mr Mark Chapman | Appointed governor | Y | Y | Y | Y | Y | Mr Daniel Childerhouse | Appointed governor | Y | Y | N | Y | N | Mr Gavin Cowley | Appointed governor | Y | N | Y | Y | Y | Debbie Edwards | Headteacher | Y | Y | Y | Y | Y | Mrs Rebecca Handley-Kirk | Appointed governor | Y | Y | Y | Y | N | Sharon Moy | Staff governor | n/a | Y | Y | Y | Y | Mrs Helen Paterson | Clerk | Y | Y | Y | Y | Y |
|   |  | FE FGB4. 18.7.23<br>(Revised date) | Future Education<br>FGB 1. 18th October | Future Education<br>FGB 2. 17th January | Future Education<br>FGB 3. 24th April   | Future Education<br>FGB 4. 9th July 2024 |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| <b>Governor</b>   | <b>Governor Type</b>   | 18 Sep 2023                        | 18 Oct 2023                             | 17 Jan 2024                             | 24 Apr 2024                             | 09 Jul 2024                              |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| Mr Mark Chapman   | Appointed governor   | Y                                  | Y                                       | Y                                       | Y                                       | Y  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| Mr Daniel Childerhouse                                  | Appointed governor   | Y                                  | Y                                       | N                                       | Y                                       | N  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| Mr Gavin Cowley   | Appointed governor   | Y                                  | N                                       | Y                                       | Y                                       | Y  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| Debbie Edwards  | Headteacher  | Y                                  | Y                                       | Y                                       | Y                                       | Y  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| Mrs Rebecca Handley-Kirk                                | Appointed governor   | Y                                  | Y                                       | Y                                       | Y                                       | N  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| Sharon Moy  | Staff governor   | n/a                                | Y                                       | Y                                       | Y                                       | Y  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| Mrs Helen Paterson                                      | Clerk  | Y                                  | Y                                       | Y                                       | Y                                       | Y  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |
| <b>The work that we have done in the governing body</b> | <p>The Governing Body take its responsibility to ensure that children and staff are safe at school and that those children or staff with additional needs are supported. This includes ongoing review and management of the facilities and provisions for all, staffing structure, finance and budget plans and staff CPD.</p> <p>Governors are assigned as Link Governors to key areas, allowing them to use their specific expertise to support and challenge school leadership. These governors make scheduled visits, meet with staff and students, and review relevant documentation. Reports from these visits are shared and discussed at Board meetings. Governors also review documentation and plans to form a view on how well the school is implementing the strategic vision and policies of the board.</p> <p>Policies are reviewed and agreed in accordance with the policy timetable and policy review procedure, with the Headteacher and leadership team reviewing non-core policies</p>   |                                    |   |   |   |  |                                       |  |                 |                      |             |             |             |             |             |                 |                    |   |   |   |   |   |                        |                    |   |   |   |   |   |                 |                    |   |   |   |   |   |                |             |   |   |   |   |   |                          |                    |   |   |   |   |   |            |                |     |   |   |   |   |                    |       |   |   |   |   |   |



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and the full Governing Board reviewing core policies (such as safeguarding, health & safety, curriculum and so on). Significant policy changes in any policy, and all new policies proposed, are referred to the Board for full consideration and decision.

Governors regularly review the school self-assessment and improvement plans (now known as the SEDMI) to ensure They have an accurate understanding of the strengths and areas of improvement in the school, aligned to the relevant inspection and independent school standards frameworks. This also provides ongoing assurance to Governors that plans are appropriate, and suitable progress is being made.

Safeguarding reports and updates are provided at each board meeting, and a full annual Safeguarding report – using the Norfolk County Council Children’s Services Template – is shared and discussed annually or sooner if significant changes deem necessary.

Governors receive, scrutinise and discuss regular reports from the Headteacher which include relevant performance data and contextual information. Reports include Attendance, Exclusions, Safeguarding and Behaviour, Academic Performance, Wellbeing, and more. This year, Governors introduced targets for school performance and recognise these are a means of ensuring Leadership are focused on the right priorities and areas of progress. However, Governors also recognise the limitations of using data for targets/performance monitoring in such a small school with such small sample sizes. As such, when reviewing performance, Governors carefully consider the context and situations of each cohort of students.

The school is subject to regular Quality Assurance audits from Norfolk County Council’s Education Quality Assurance, Intervention and Regulation Team, and this includes assessment of performance and actions for development/improvement which Governors regularly review. Additional audits are commissioned as required including Safeguarding and Health & Safety audits.

Governors review and authorise plans/strategies for Pupil Premium funds and considers the SENCO’s evaluation of impact on educational outcomes. Governors also review and agree the SEND information report prior to publication. Disability Accessibility Plans, and Business Continuity Plans are prepared, reviewed and passed to Governors for adoption – with leaders regularly reporting on progress.

In the year, Governors and Charity Trustees agreed to transition from Ofsted to the Independent Schools Inspectorate, meaning that the school will be inspected by the ISI at the next cycle. This decision was taken to align the approach and provision of the school with the most appropriate inspection framework to continue to drive both school improvement and improved student outcomes.

Minutes of the Governing Board meetings can be made available from the school office on request.



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| <p><b>Pupil and Parent engagement</b></p>            | <p>Future Education promotes strong student and parent voice in its governance culture. The school's Student Council influences decisions impacting the student experience in terms of curriculum, environment, and approach.</p> <p>We maintain close and regular engagement with parents, both in support of individual children and school-wide initiatives. This includes events such as coffee mornings and celebration assemblies, which allow for informal feedback and shared community experiences.</p>   |
| <p><b>Governor Development &amp; Training</b></p>    | <p>Governors access a wide range of CPD through EduCare and bespoke training packages. Mandatory training in safeguarding and other core areas is undertaken by all Governors. Additionally, governors are encouraged to pursue training linked to their link roles, supporting expertise in their oversight areas.</p>  |
| <p><b>Governance Impact</b></p>                      | <p>During the 2023/24 academic year, the Governing Board contributed directly to several positive outcomes across the school:</p> <ul style="list-style-type: none"> <li>• <u>Student Attendance</u>: Average attendance remained above 80%, supported by the Board's scrutiny of attendance plans, policy updates, and regular monitoring of actions taken to address barriers.</li> <li>• <u>Behaviour and Suspensions</u>: Governors oversaw a reduction in suspensions, measured by a decreased percentage of days lost. This was achieved through careful review of the school's behaviour and suspension policies, and a strategic focus on trauma-informed practices and integrated therapeutic approaches.</li> <li>• <u>Academic Progress</u>: 88% of students made positive academic progress, supported by the introduction of clearer targets and enhanced academic monitoring frameworks.</li> <li>• <u>Reading Development</u>: The school saw an average reading age increase of 1 year and 4 months, driven by a whole-school reading approach championed by governors and ongoing investment in reading resources.</li> </ul> |
| <p><b>Future plans for the governors</b></p>         | <p>The Governing Body continues to provide oversight to the school, ensuring it is appropriately led to meet the needs of the children and staff.</p> <p>Governors intend to focus on ensuring the school continues to meet the Independent School Standards, and to adapt to the new ISI framework to evidence the quality of our school.</p> <p>Governors also intend to increase the size of the Governing Board, bringing new and diverse skills and experience from outside the school community to support governance in the coming year – with a particular focus on securing lived experience of SEND/SEMH on the board.</p>   |
| <p><b>How you can contact the governing body</b></p> | <p>We always welcome suggestions, feedback and ideas from parents and other stakeholders. You can contact the Chair of Governors direct on <a href="mailto:chair@futureeducation.org.uk">chair@futureeducation.org.uk</a> or via the school website at <a href="http://www.futureeducation.org.uk">www.futureeducation.org.uk</a> or call 01602 250 505</p>  |