## MINUTES OF THE OF THE SCHOOLS' FORUM HELD ON 20 OCTOBER 2020 VIRTUAL TEAMS MEETING

(10:00am to 12:00pm)

Present: Maintained Primary Representatives

Paramjit Roopra (PR)

Scott Halliwell (SH) (Joint Chair)

Christine James (CJ)

HT, Northbury Primary School

HT, Southwood Primary School

HT, Dorothy Barley Infants School

Jayne Meech (JM)

HT, Village Infant School

Julie Philips (JP)

HT, Godwin Primary School

Martin Nicholson (MN)

HT, Grafton Primary School

Gill Massar (GM) HT, William Bellamy Primary School

Richard November (RN) HT, Valence Primary School

**Maintained Secondary Representatives** 

Ges Smith (GS) HT, Jo Richardson Community School

Tony Roe (TR) HT, Barking Abbey School

Maintained All-through (A/T)

Governor Representatives (1 pri & 1 sec)

David Dickson (DD) HT, Eastbury Community School

**Academy & Free Primary** 

**Academy & Free Secondary** 

Andy Roberts HT, Riverside School

Academy & Free Schools (A/T)

Janis Davies HT, Sydney Russell School

**Academy Special School Representative** 

Roger Leighton (RL) (Joint Chair)

Chief Executive, Partnership Learning

**Maintained Special Schools Representative** 

Susan Ball (SB) HT, Trinity School

**Maintained PRU Representative** 

Annie Blackmore (AB) HT, Mayesbrook Park School

**Governor Representative** 

David Dickson HT, Eastbury Community School

**Early Years Representative** 

John Trow Smith (JTS) Early Years, Local Authority

**Trade Union Representatives** 

Dominic Byrne (DB) NUT

John McGill (JMc)
NASUWT

Ref: Minutes 20.10.20 The Schools' Forum 1

Also present: Jane Hargreaves (JH), Commissioning Director – Education

Councillor Evelyn Carpenter (CC) - Cabinet Member for Education and Schools

Patricia Harvey (PH) – Senior Professional, High Needs Block

Katherine Heffernan (KH) – Group Manager, Local Authority Finance and Investment

Shaj Sivadasan (SS) – Principal Accountant, Schools - Local Authority Finance

Kofi Adu (KA) - Group Accountant - Local Authority Finance

Caroline Connolly (CC) – Finance Business Partner Nichola Young (NY) – Local Authority Minute Clerk

Mr Scott Halliwell chaired the meeting. Mr Roger Leighton to chair the January 2021 meeting

### 1. APOLOGIES FOR ABSENCE

Jayne Meech – HT, Village Infant School, Julie Phillips sent timed apologies.

## 2. DECLARATION OF INTEREST

None declared.

#### 3. MINUTES AND MATTERS ARISING

3.1 The minutes of the meeting held on 10 June 2020 were confirmed as an accurate record

4.

| No. | Date of<br>Meeting | Item No  | Action   | Owner         |
|-----|--------------------|----------|--|---------------|
| 1   | 12/01/2020         | Item 8.1 | Pilot for the introduction of BACS payment in schools  KA asked for volunteers to be part of the pilot. The finance team have communicated to the volunteers in schools. There will be training sessions arranged for school Business Managers. The proposed pilot will now commence in April 2021.  On the agenda, KA to provide an update - Complete | Kofi Adu      |
| 2   | 10/06/2020         | Item 5.7 | Provision of Financial Regulations for Schools KA to contact all schools and headteachers to ask for volunteers to join a Work Group to draft a paper for discussion at the next meeting on 20 October 2020. On the agenda, KA to provide an update - Complete   | Kofi Adu      |
| 3   | 10/06/2020         | Item 5.9 | Community Music Service Delivery Model  A working group to be set up to consider transition to a new trading model and long term financial sustainability for CMS. A draft model to be brought to the next Schools' Forum on 20 October 2020 for discussion.  On the agenda, KA to provide an update - Complete  | Kofi Adu      |
| 4   | 20/10/2020         | Item 3.5 | <u>HNB</u>   | Pat<br>Harvey |

| 5 | 20/10/2020 | Item 5.1 | PH to discuss the number of children in mainstream who should be accessing special needs at the next HNB Sub-Group and report back to the January 2021 Schools' Forum  DSG Block Allocations From 2021/22 the Teacher Pay Grant (TPG) and Teacher Pension Employer Contribution Grant (TPECG) will be rolled into the main Schools Block. The intentions for special schools are not yet clear; an update will be provided at the January 2021 | Kofi Adu |
|---|------------|----------|--|----------|
|   |            |          | meeting.   |          |
| 6 | 20/10/2020 | Item 9.3 | BACS Migration   | Kofi Adu |
|   |            |          | A request was made for a paper on the BACS migration process to be provided to schools.  |          |

## REPORT FROM THE GROUP ACCOUNTANT - FINANCE

## 1. Revised Dedicated Schools Grant (DSG) funding for 2020/21 including HNB

- 1.1 There is a £620k increase in the DSG allocation overall.
- 1.2 The High Needs Block has an increase of £229k which will be held in reserves due to possible further revisions related to import and export adjustments.
- 1.3 The Early Years Block has an increase of £391k. Final allocations will be published in July 2021, based on nine-twelfths of the January 2020 PTE census numbers (to cover the April 2020 to December 2020 period); and current published intention is to update the remaining three-twelfths of the year using January 2021 PTE census numbers (to cover the January 2021 to March 2021 period). Use of the January 2021 PTE census numbers for the spring term will be kept under review and published later in the year due to the Covid-19 outbreak.

| Block             | Pre-recoupment | Recoupment recoupment / |         | Recoupment<br>/<br>Direct<br>Funding | Post<br>Recoupment | Variance<br>+favourable/(<br>unfavourable) |
|-------------------|----------------|-------------------------|---------|--------------------------------------|--------------------|--|
|                   | June 20        | June 20                 | July 20 | July 20                              | July 20            | July 20                                    |
|                   | £'000s         | £'000s                  | £'000s  | £'000s                               | £'000s             | £'000s                                     |
|                   | (a)            | (b)                     | (c)     | (d)                                  | (e)=(c)-(d)        | (f)=(e)-(b)                                |
| Schools Block     | 226,041        | 171,255                 | 226,041 | 54,787                               | 171,254            | 0  |
| CSSB Block        | 2,364          | 2,364                   | 2,364   | 0                                    | 2,364              | 0  |
| High Needs Block  | 37,334         | 33,786                  | 37,568  | 3,553                                | 34,015             | 229  |
| Early Years block | 22,542         | 22,542                  | 22,933  | 0                                    | 22,933             | 391  |
| Total DSG         | 288,281        | 229,947                 | 288,906 | 58,340                               | 230,566            | 620  |

- 1.4 JTS requested clarity on the approach to Spring Term funding, stating that it is more beneficial to base the allocations on the 2019 Spring Term census as this is when the figures are highest. KA will provide details when further guidance is received.
- 1.5 **Recommendation (i):** Schools' Forum are requested to note the updated DSG allocations.

Noted

## 2. DSG Outturn Forecast for 2020/21

|                            | 2020/21<br>Funding<br>£'000 | 2020/21<br>Projected<br>Out-turn | Deficit<br>(surplus) at<br>as March<br>£'000 |
|----------------------------|-----------------------------|----------------------------------|--|
| Schools Block – ISB        | 171,254                     | 171,254                          | 0  |
| Central Block              | 2,364                       | 2,364                            | 0  |
| High Needs Block           | 34,015                      | 34,015                           | 0  |
| Early Years Block          | 22,933                      | 22,993                           | 0  |
| Total                      | 230,566                     | 230,566                          | 0  |
| B/f DSG reserves (surplus) |                             |                                  | (1,726)                                      |
| DSG forecast               |                             |                                  | (1,726)                                      |

- 2.1 The table above demonstrates the DSG funding and projected outturns. The total DSG allocation after recoupment is £230,556k.
- 2.2 The schools block at £171,254k includes £1,894k of centrally held growth fun for 7.5 primary, and 19 secondary classes. Actual growth fund requirements will be known when the current academic year admissions numbers are finalised.
- 2.3 Noted, the Central block is expected to break even.
- 2.4 The projected DSG Outturn position for 2020/21 is a surplus of £1,726m. There is a hope to increase reserves and with the leverage to pass on to schools and top-up.
- 2.5 **Recommendation (ii):** Schools' Forum are requested to note the projected 2020/21 DSG allocations.

Noted

# 3. <u>High Needs Block (HNB) Outturn Forecast for 2020/21</u>

|   | 2019/20<br>Budget | 2020/21<br>Budget | 2020/21<br>Outturn<br>Forecast | Variance<br>+deficit /<br>(surplus) |
|---|-------------------|-------------------|--------------------------------|-------------------------------------|
| Alternative Provision                           | 3,544,000         | 3,574,000         | 3,480,827                      | (93,173)                            |
| ARP Funding                                     | 6,032,800         | 6,102,000         | 5,937,386                      | (164,614)                           |
| DSG – High Needs Education Inclusion            | 1,666,000         | 1,618,000         | 1,489,114                      | (128,886)                           |
| Top-ups (inc. OB and NMSS)                      | 6,662,200         | 7,635,000         | 7,185,200                      | (449,800)                           |
| High Needs Top Ups – Post 16                    | 969,000           | 1,291,000         | 1,720,666                      | 429,666                             |
| SEN Panel Top Ups                               | 1,418,000         | 1,148,000         | 1,148,000                      | 0                                   |
| LACHES, Language Support                        | 331,000           | 335,000           | 372,483                        | 37,483                              |
| Initiatives                                     | 200,000           | 150,000           | 150,000                        | 0                                   |
| Special School Funding                          | 7,493,000         | 10,643,000        | 11,027,183                     | 384,183                             |
| Early Years & Integrated Youth Services         | 398,000           | 356,000           | 341,140                        | (14,860)                            |
| Total   | 28,714,000        | 32,852,000        | 32,852,000                     | 0.00                                |
| Gatekeeping for In-year<br>Growth/import/export |                   | 1,162,500         | 1,162,500                      | 0.00                                |
| Total Budget                                    |                   | 34,014,500        | 34,014,500                     | 0.00                                |

- 3.1 The HNB is reporting a breakeven position. A pressure around mental health in secondary children is expected around December/January time. There has been additional growth in Post 16.
- 3.2 LBBD received a maximum funding increase of 17% in 2020/21. The HNB funding for 2020/21 is £32.9m rather than £28.7m for 2019/20.
- 3.3 There are pressures in:
  - High Needs Top Ups Post 16 due to additional growth
  - Special School Funding due to changes in top up payments and banding levels.
- 3.4 Colleagues noted that the pressure on all settings is high at present and that the collaboration between the LA and schools has helped. Schools' Forum members expressed their thanks to schools
- 3.5 PH to discuss the number of children in mainstream who should be accessing special needs at the next HNB Sub-Group and report back to the January 2021 Schools' Forum.

Action

PH

- 3.6 Noted, Andy Carr is attending the January 2021 meeting to provide an update on growth. The final census data will be published in December and the final HNB allocation will be known.
- 3.7 **Recommendation (iii):** Schools' Forum is recommended to note and comment on the 2020/21 High Needs Outturn forecast position.

Noted

## 4. Update on Early Years (EY) 2019/20 Funding

- 4.1 The Early Years Block have received a backdated allocation of £224k. This is the net effect of £208k increase for 3 and 4 years olds, £290k reduction for 2 year olds and other residual favourable corrections of £16k. The £224k will be added to the general DSG reserves.
- 4.2 **Recommendation (iv):** Schools' Forum are requested to note the updated Early Years funding adjustment

Noted

#### 5. Provisional DSG Block Allocations for 2021/22

| Block               | 2020/21<br>Alloc. | 2021/22<br>Alloc. | TPG<br>and<br>TPECG | 2021/22<br>Adjusted<br>Alloc. | Movement<br>+Fav /<br>(Unfav.) | % Mov't  |
|---------------------|-------------------|-------------------|---------------------|-------------------------------|--------------------------------|----------|
|                     | (a)               | (b)               | (c)                 | (d)=(b)-(c)                   | (e)=(a)-(d)                    | (e)/(a)  |
| Pupil No            | 39,376            | 39,376            |                     |                               |                                |          |
| Schools Block       | 214,590           | 229,035           | 9,403               | 219,632                       | 5,042                          | 2.35%    |
| Premises (historic) | 9,053             | 9,992             |                     | 9,992                         | 939                            | 10.37%   |
| Growth Fund         | 2,398             | 1,863             |                     | 1,863                         | (535)                          | (22.31%) |
| High Needs          | 37,568            | 42,242            |                     | 42,242                        | 4,674                          | 12.44%   |
| CSSB - On-going     | 1,438             | 1,472             |                     | 1,472                         | 34                             | 2.36%    |
| CSSB - Historic     | 926               | 740               |                     | 740                           | (186)                          | (20.04%) |

| Early Years (Provis) | 22,933  | 22,933  |       | 22,933  | -     | 0.00% |
|----------------------|---------|---------|-------|---------|-------|-------|
| Total Funding        | 288,906 | 308,277 | 9.403 | 298,874 | 9,968 |       |

5.1 Noted from 2021/22 the Teacher Pay Grant (TPG) and Teacher Pension Employer Contribution Grant (TPECG) will be rolled into the main Schools Block. The intentions for special schools are not yet clear; an update will be provided at the January 2021 meeting.

Action

KA

- 5.2 PH confirmed that the TPG and TPECG on additional funding starts at 40 place settings and that allocations will be published in December 2020.
- 5.3 The Schools Block has increased by 2.35%. Colleagues predict this will be an issue as it does not reflect the true level of growth.
- 5.4 Premises (Historic) consists of business rates, PFI and split sites and will see an increase of £10.37% in 2021/22.
- 5.5 Growth Fund will see a reduction of 22.31%. Gaps between funding and budget requirements will be met by the Schools Block.
- 5.6 The High Needs provisional budget will see an increase of 12.44%. This increase in funding reflects the level of need in the borough. Pressures are still expected.
- 5.7 The CSSB - ongoing will receive an increase of 2.36%
- 5.8 The CSSB - Historic will see a reduction of 20.04%. Colleagues feel that there will be implications on Trewern and CMS.
- 5.9 There was confusion surrounding the receipt of additional funding for the Teachers pay rise this year. KA confirmed that the government are continuing to pay the teachers' pay grant with the amount allocated being the same as last year. There are different thresholds of increment but there are concerns around whether the pay grant will fully compensate for the increment this year.
- 5.10 JMc informed colleagues that a supplementary grant can be applied for which may cover TPG. KA confirmed that the supplementary grant is for pensions rather than pay and that not all schools qualified.
- 5.11 **Recommendation (v):** Schools' Forum are requested to note:
  - (a) The provisional 2021/22 DGS allocations
  - (b) Reduction in historic element of central block, impact on service to schools

Noted

#### 6. **Growth Funding for 2021/22**

6.1 The Growth Fund has moved to funding methodology. The funding is not enough.

| School                    | Primary<br>Sep21<br>Growth | Secondary<br>Sep21<br>Growth | Comments                               |
|---------------------------|----------------------------|------------------------------|--|
| Barking Abbey School      |                            | 81                           | Final year permeant to expansion to Y7 |
| Dagenham Park CofE School |                            | 30                           | Permanent expansion of Y7              |

Ref: Minutes 20.10.20 The Schools' Forum 6

| Eastbrook School              | 45  | 90  | Permanent expansions to R and Y7 |
|-------------------------------|-----|-----|----------------------------------|
| Eastbury Community School     | 60  |     | Permanent expansions to R        |
| Gascoigne Primary             | 30  |     | Permanent expansions to R        |
| Goresbrook (Free School)      | 30  |     | Permanent expansions to R        |
| Greatfields (Free School)     |     | 60  | Permanent expansion of Y7        |
| Riverside Primary             | 60  |     | New and growing school; R growth |
| Riverside Secondary           |     | 120 | Permanent expansion of Y7        |
| Robert Clack                  |     | 180 | Permanent expansion of Y7        |
| The Sydney Russell School     | 60  |     | Permanent expansions to R        |
| Total Sept 2021 (provisional) | 285 | 561 | 846                              |
| Total Sept 2020 (provisional) | 375 | 930 | 1,305                            |

6.2 SF agreed growth would be funded at minimum level. See September 2021 expansions in the table above.

|                          | Primary<br>PAN<br>Growth | Second.<br>PAN<br>Growth | Primary<br>AWPU | Second.<br>AWPU | Total GF<br>Funding<br>for<br>Primary | Total GF<br>Funding<br>for<br>Second. | Total     |
|--------------------------|--------------------------|--------------------------|-----------------|-----------------|---------------------------------------|---------------------------------------|-----------|
| Explicit Growth          |                          |                          |                 |                 |                                       |                                       |           |
| Primary/Second.          | 30                       | 471                      | 3,375           | 4,365           | 59,063                                | 1,199,284                             | 1,258,347 |
| All-through              | 195                      | 90                       | 3,375           | 4,365           | 383,906                               | 229,163                               | 613,069   |
| Implicit Growth          |                          |                          |                 |                 |                                       |                                       |           |
| Primary<br>(Riverside)   | 60                       |                          | 4,725*          |                 | 165,375                               |                                       | 165,375   |
| Contingency              | 30                       | 60                       | 3,375           | 4,365           | 59,063                                | 152,775                               | 211,838   |
| Total                    | 315                      | 621                      |                 |                 | 667,407                               | 1,581,222                             | 2,248,629 |
| Estimated Growth funding |                          |                          |                 |                 |                                       |                                       | 1,863,058 |
| Shortfall                |                          |                          |                 |                 |                                       |                                       | 385,570   |

Notes: shortfall relating to centrally retained growth is (£1,258k+£613k+£211k) - £1,863 = £219k Plus Riverside £165k being met from Schools Block; \* includes expected 40% uplift for pupil led factors.

- 6.3 The shortfall of £386k as shown in the table above will be top sliced from the Schools Block.
- 6.4 Noted, a clearer picture on falling rolls will be known once the figures are finalised in December. This will be made clearer in Andy's update at the January 2021 meeting.
- 6.5 **Recommendation (vi):** Schools' Forum are requested to note:
  - (a) The expected shortfall in growth funding allocations for 2021/22
  - (b) Agree the provisional fund requirement for 2021/22

Noted and agreed

## 7. Falling Rolls

- 7.1 Noted, a clearer picture on falling rolls will be known once the figures are finalised in December. This will be made clearer in Andy's update at the January 2021 meeting.
- 7.2 A recommendation has been made to set aside £256k for the provisional Falling Rolls budget. This can be added into the Funding Formula for schools if no longer required once the census figures are known.
- 7.3 The criteria for allocations remain the same as the current year, qualifying schools must be good or outstanding.
- 7.4 **Recommendation (vii):** Schools' Forum are requested to note and agree the provisional falling rolls budget.

Noted and agreed

## 8. Proposals for the Local Funding Formula for 2021/22

Please refer to Appendix 1

- 8.1 2021/22 is the last year before the hard funding formula of 1:1.41 is implemented by the DfE.
- 8.2 The NFF will be applied to schools based on the October census at a ratio of 1:1.35. Funding is shifted towards secondary schools. The NFF has a strong transitional protection mechanism with all primaries being protected at 2% per pupil minimum uplift. This shifts funds back towards primary schools.
- 8.3 As the NFF is based on last year, if pupil numbers have reduced, the funding allocation will be reduced. Falling Rolls will be planned for carefully.
- 8.4 The NFF will have to be agreed by cabinet and will come back to SF in January 2021 for final approval. A consultation will also be going out to schools.
- 8.5 **Recommendation (viii):** Schools' Forum are requested to note and agree the following principles to be applied to the final formula:
  - (a) primary secondary ratio of 1:1.35 in the final funding model subject to no significant movement in the October 2020 pupil profile data between the two phases.
  - (b) to apply no capping and scaling unless necessary to allow the formula to operate in a reasonable, fair, and stable manner.
  - (c) to apply the maximum MFG of 2% provided the formula cash envelope is not exceeded.

Noted and agreed

## 9. Update on BACS Migration for Schools

- 9.1 There is ongoing work to migrate all schools to BACS payment by summer 2021.
- 9.2 17 schools volunteered to be a part of the pilot scheme, 9 of these schools have already migrated to the BACS payment system.
- 9.3 A request was made for a paper on the BACS migration process to be provided to schools.

Action

KA

9.4 **Recommendation (ix):** Schools' Forum are requested to note the update on BACS migration for schools

Ref: Minutes 20.10.20 The Schools' Forum 8

## 10. Update on Financial Regulations for Schools

- 10.1 The panel to develop financial regulations for schools met in September with tasks assigned to members. The next meeting is on 11 November. Consultation with schools and Schools Forum is expected from January to March 2021 with approval and ratification expected in March/April 2021.
- 10.2 Schools will be asked to comment before the Financial Regulations for Schools document is finalised.
- 10.3 DD stated that it may be wise to raise with governors so that regulations are discussed before the next financial year. KH will raise this with JH
- 10.4 **Recommendation (x):** Schools' Forum are requested to note the update on introduction of Schools Financial Regulations

Noted

## 11. Music Service Remodelling

- 11.1 The CMS sub-group to review the re-modelling of the service met in October where a pooled funding arrangement was discussed as the preferable option. This will be based on an SLA with a minimum guarantee of service. Schools who have never used the CMS will be considered and brought into the arrangement. Academies will also be given the opportunity to participate.
- 11.2 The CMS are producing a report for HTs which will be brought to SF for ratification.
- 11.3 The new funding model will be implemented by April 2021.
- 11.4 **Recommendation (xi):** Schools' Forum are requested to note the working plan of action by the CMS working group

Noted

### 12. Growth Funding for Schools Facing Exceptional Circumstances

- 12.1 With growth funding having been reduced to the minimum level, AWPU only, schools in exceptional circumstances will struggle to manage.
- 12.2 Robert Clack are unable to manage the Lymington Road site, at the current level of funding, which is not classed as new and growing by the DfE. It was hoped to fund the site as a new school through growth fund rather than formula.
- 12.3 SF are requested to approve an additional allocation of £225k for this year only
- 12.4 RL looked at Greatfields as an example who would have received £500 for each new pupil as free school, economy funding, economy grant and with 4 empty year groups £120k. Altogether they would have received £185k in additional funding. Along with AWPU at average rate. Colleagues agreed that adding the comparison with a free school has added an element of fairness to the request.
- 12.5 Colleagues questioned what would happen in coming years if this is still an issue. It was agreed that this decision relates to the current year only and will have to be brought back to Schools' Forum as a new decision in the future, if necessary.

- 12.6 It was confirmed that the Lymington Road site is secondary only at present, primary will start in 2021 with the date still to be confirmed. Table 6.3 needs to be amended to reflect the primary start date.
- 12.7 **Recommendation (xii):** Schools' Forum are requested to note and approve the:
  - (a) Allocation of £225k of additional growth fund allocations to Robert Clack in respect of the 4 new classes that opened in September 2020, to be funded from contingency and reserves.
  - (b) Funding of future exceptional growth through the formula

Noted and approved

## 13. LBBD SFFS in response to the Statutory Guidance published on 5 August

- 13.1 The Scheme for Financing schools has been updated by the government. Additional guidance will be issued in January 2021.
- 13.2 From April 2021, each school must submit a three-year budget forecast each year. Schools must also submit a recovery plan when their revenue deficit rises above 5%. KH informed colleagues that the LA will set a lower deficit threshold.
- 13.3 Schools expressed concerns over producing three-year staffing plans and questioned the accuracy of a three-year budget forecast. HTs requested consistency and guidance for schools. KA informed colleagues that a template has been produced which will be shared with schools.
- 13.4 **Recommendation (xiii):** Schools' Forum are requested to note the proposed consultation on and changes to the local authority SFFS.

Noted

## 14. COVID-19 Exceptional Costs and Catch-up Premium Guidance for Schools

Please refer to Appendices 2 and 3

- 14.1 A second funding window is due to open in the Autumn term for schools to claim for costs relating to March-July 2020 where no claims were made in the first round or omitted from claims submitted.
- 14.2 **Recommendation (xiv):** Schools' Forum are requested to note the guidance for Covid-19 exceptional costs and catch up premium funding.

**Noted** 

#### 15. Financial Transparency in Schools

Please refer to Appendix 4

- 15.1 The government has outlined the plan to introduce changes to maintained schools to bring the financial transparency in line with academies. The proposals implemented by the DfE, will come into effect in January 2021. All schools must ensure their websites are up to date with the required information whilst paying close attention to section 19 in Appendix 4.
- 15.2 Noted, according to government criteria on recovery plans, LAs are asked to report on schools that have breached the 5% benchmark

Ref: Minutes 20.10.20 The Schools' Forum 10

# 5. ANY OTHER BUSINESS

None reported

# 6. DATE OF NEXT MEETING

Tuesday 19 January 2021, virtual Teams meeting from 10:00am to 12:00pm.

Head teachers' pre-meeting will commence at **9.30am.**