

Annual Governance Statement 2025-26

School Name	Marjory Kinnon School
School Address	Hatton Road, Bedfont, Middlesex, TW14 9QZ
Telephone number	0208 890 2032
Contact email address	office@mks.org.uk
Website	www.marjorykinnonschool.co.uk

The governing body must be only contacted via the school details given above, which is the legal business address for the whole governing body.

Category of school	Community
DfE number	URN 102554
Ofsted grading and date of last inspection	'Good' – 7th-8th December 2022

Name of Headteacher	Ms T Meredith
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Date of Annual Governance Statement	September 2026
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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 that the vision, ethos and strategic direction are clearly defined.
- Ensuring that the Headteacher performs their responsibilities for the educational performance of the school.
- Ensure 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.
- 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.

Our Governing Body has a code of conduct which is reviewed and agreed annually. All Governors are obliged to abide by this code.

Legal constitution of the Governing Body

The Governing Body was formally reconstituted on 20/10/16.
The Instrument of Government was last updated on 13/01/26.

Category	Appointed or elected on to the governing body?	
Co-opted	8	Appointed by the Governing Body
Parent	2	Elected on to the Governing Body by parents of pupils at the school
Headteacher	1	Governor by virtue of employment by the school
Staff Governor	1	Elected on to the Governing Body by all staff employed by the school
Local Authority	1	Nominated by the Hounslow Council, appointed by the GB
Total	13	

Who volunteers on the school's Governing Body?

Category of Governor	Full Name	Term of Office
Chair / Co-Opted	Mr T Gardner	4 years
Vice-Chair / Co-Opted	Mr C Shah	4 years
Headteacher	Ms T Meredith	-
Co-Opted	Ms G Ataderie	4 years
Co-Opted	Mr H Formella	4 years
Co-Opted	Mr P Goulden	4 years
Staff	Mr J Kalman	4 years
Parent	Mrs R Kandola	4 years
Co-Opted	Mr Z Moosa	4 years
Co-Opted	Mrs Öztürk	1 year
Parent	Ms S Ramzan	4 years
Local Authority	Vacancy	4 years

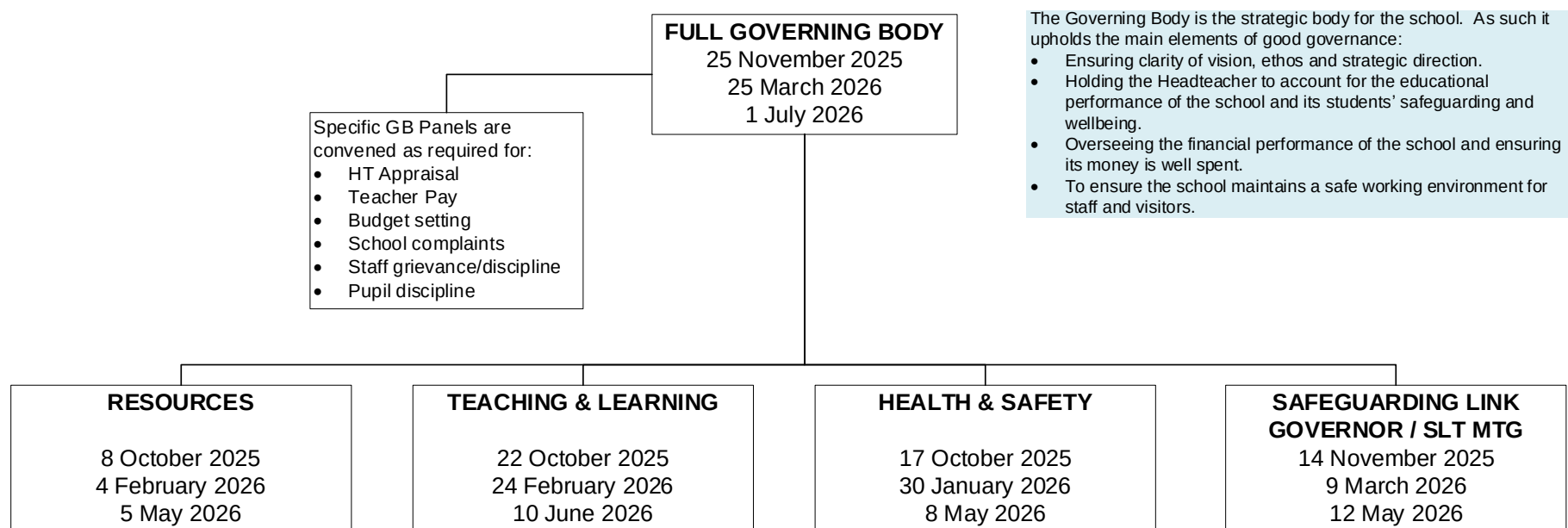
The Clerk to Governors is	Ms A Geraghty
The Chair of Governors is	Mr T Gardner
The Vice-Chair of Governors is	Mr C Shah

Associate Members of the governing body are not Governors but they are public volunteers, appointed by the governing body to support the ongoing work and duties of the governing body. The number of Associate Members is determined by the governing body.

Associate Members	Term of office	Voting rights at committee level
-	-	-
-	-	-

How the Governing Body delegates and distributes its duties

The Governing Body agreed to form the following committees. This structure is reviewed annually.



The Governing Body is the strategic body for the school. As such it upholds the main elements of good governance:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding the Headteacher to account for the educational performance of the school and its students' safeguarding and wellbeing.
- Overseeing the financial performance of the school and ensuring its money is well spent.
- To ensure the school maintains a safe working environment for staff and visitors.

The Resources Committee monitor and evaluate the use of and impact of the school's budget, talent attraction and retention and professional development of staff. It will ensure that the school is using its resources appropriately, effectively and efficiently in order to provide and maintain the best possible environment for learning and support the best possible learning outcomes.

The T&L Committee will monitor and evaluate pupil achievement and the quality of teaching, ensuring the school provides a high quality learning experience and delivers a broad and balanced curriculum in keeping with the school's aims, all pupil needs and legal requirements.

The Committee will monitor and evaluate the extent to which the school engages with the whole school community, retaining a focus on our pupils and the family/care arrangements that supports them. The Committee will actively seek the views of learners and parents/carers as well as stakeholders in the wider school community to help inform the FGB and HT in their decision making

The H&S Committee will monitor and evaluate the management of risk within the school and the extent to which the pupils, staff and visitors are kept safe in the school. It will promote the best possible standards of maintenance and estate development, ensuring the school provides a high quality learning experience and delivering as strong as possible set of learning outcomes in keeping with the school's aims, all pupil needs and legal requirements.

The Safeguarding Lead Governor will monitor and evaluate the schools safeguarding arrangements and activity to ensure that children are safe, supervised well, attend regularly and punctually and that they behave well. They will also ensure that all individuals involved with the school (i.e. staff, Governors, volunteers, contractors etc.) are checked for suitability and trained appropriately in accordance with the schools' legal requirements.

The Governing Body delegates some functions to Governors covering specific areas of school life. These Governors are known as Link Governors.

Area of responsibility	Named Governor
Safeguarding	Mr Formella
Special Educational Needs and Disability (SEND)	N/A
Health & Safety / Premises / GDPR / Online Safety	Mr Goulden
Human Resources	Mr Gardner
Finance / Wellbeing	Mr Shah
Teaching & Learning / Reading	Mrs Öztürk
Equality, Diversity & Inclusion	Mrs Kandola
Careers / Therapies	Ms Ataderie
Environmental Sustainability	Mr Moosa

Governor monitoring visits provide governors with first-hand insight into the life and work of the school, helping them understand how strategic decisions, policies and improvement priorities are being implemented in practice. They are an important part of triangulation, enabling governors to compare and validate information from school reports, performance data and stakeholder feedback with what they observe during visits. This strengthens the governing board's ability to provide effective support, challenge and accountability while maintaining a strategic, rather than operational, role.

GB Monitoring Visits 2025-26	Date	Visiting Governor
Music & Performance The Story Project Early Years New Requirements	10-6-6	Alayne Ozturk
Health & Safety and Buildings Maintenance	10-6-26	Paul Goulden
Occupational Therapy in Action Therapy Dog	27-4-26	Gwyneth Ataderie
Student Council	25-3-26	Sean Turner
Early Impact of SEN Banded Funding	5-3-26	Chaitan Shah
TEACCH Careers Communication Curriculum	24-2-26	Alayne Ozturk
Roof Repair Consultation	17-2-26	Hans Formella
Catering	28-11-25	Sean Turner
Horticulture	28-11-25	Sean Turner
Sustainability	28-11-25	Sean Turner
Formal & Semi-Formal Pathways Handwriting Secondary Life Skills Medical Needs	22-10-25	Alayne Ozturk
Health & Safety in Car Parks During Pupil Drop-Off	17-10-25	Paul Goulden

Full Governing Body & Committee Meeting Attendance 2025-26

Governor Name	Full Governing Body - Dates & Attendance		
	Autumn 26-11-25	Spring 25-3-26	Summer 1-7-26
Mr Gardner (Chair)	Attended	Attended	Attended
Mr Turner (Vice-Chair)	Attended	Attended	Apology given/accepted
Ms Meredith	Attended	Attended	Attended
Ms Ataderie	Attended	Attended	Apology given/accepted
Mr Formella	Attended	Part-attendance	Part-attendance
Mr Goulden	Attended	Attended	Attended
Mr Kalman	Attended	Attended	Attended
Mrs Kandola	Apology given/accepted	Attended	Attended
Mr Moosa	Attended	Attended	Attended
Mrs Öztürk	Attended	Attended	Attended
Ms Ramzan	Attended	Attended	Attended
Mr Shah	Attended	Part-attendance	Attended

Governor Name	Resources Committee - Dates & Attendance		
	Autumn 8-10-25	Spring 4-2-26	Summer 5-5-26
Mr Gardner (Chair)	Attended	Attended	Attended
Mr Turner (Vice-Chair)	Attended	Attended	Attended
Ms Meredith	Attended	Attended	Attended
Mr Moosa	-	Attended	Attended
Mr Shah	Attended	Attended	Apology given/accepted

Governor Name	Health & Safety Committee - Dates & Attendance		
	Autumn 17-10-25	Spring 30-1-26	Summer 8-5-26
Mr Goulden (Chair)	Attended	Attended	Attended
Ms Meredith	Attended	Attended	Attended
Mr Formella	Attended	Attended	Attended
Ms Ramzan	Attended	Attended	Attended

Governor Name	Safeguarding Link Governor / SLT Meeting - Dates & Attendance		
	Autumn 14-11-25	Spring 9-3-26	Summer 12-5-26
Mr Formella (Chair)	Attended	Attended	Attended
Ms Meredith	Attended	Attended	Attended

Governor Name	Teaching & Learning Committee - Dates & Attendance		
	Autumn 22-10-25	Spring 24-2-26	Summer 10-6-26
Mrs Öztürk (Chair)	Attended	Attended	Attended
Mr Shah (Vice-Chair)	Attended	Attended	Attended
Ms Ataderie	Apology given/accepted	Attended	Attended
Ms Meredith	Attended	Attended	Attended
Mr Kalman	Attended	Attended	Attended
Mrs Kandola	Attended	Attended	Attended

Governing Body Effectiveness & Impact

During the academic year 2025-26, the Governing Body continued to demonstrate a strong understanding of its statutory responsibilities and fulfilled these effectively through rigorous oversight, strategic leadership and regular monitoring of school performance. Governors maintained a clear focus on ensuring compliance, safeguarding, educational standards and financial sustainability, providing assurance that legal duties were met and that the school remained well-led.

Governors provided robust support and challenge to school leaders through a planned programme of committees and meetings, monitoring activities, scrutiny of performance information and engagement with the school community. This enabled governors to gain first-hand evidence of the quality and impact of the school's work and to hold leaders appropriately to account for outcomes. The balance of support and constructive challenge contributed towards leadership decision-making and school improvement.

The Governing Body maintained a strong focus on staff wellbeing and workload. Through discussions with the Headteacher, governors sought assurance that workload considerations informed operational decisions and that appropriate systems were in place to support staff wellbeing, helping to sustain a positive working environment.

Governors scrutinised the school's priorities in the Self Evaluation Framework (SEF); in the School Development Plan (SDP) and in other performance information to assure themselves that leadership actions were appropriately targeted and focused on achieving the greatest possible impact for pupils. This strategic oversight helped ensure that resources and improvement efforts remained aligned to identified needs.

The Governing Body monitored the effectiveness of quality assurance across the school and that monitoring processes were fair, proportionate and focused on improvement. Governors reviewed evidence from internal and external evaluations and ensured that high-quality feedback informed leadership actions, staff development and ongoing school improvement priorities.

Governors held leaders to account for the impact of professional development and training programmes, receiving reports on staff learning, leadership development and improvements in classroom practice. This oversight helped ensure that professional learning remained closely aligned with school priorities and contributed positively to pupil outcomes.

Particular attention was given to the achievement, attendance, wellbeing and inclusion of disadvantaged pupils - those known to children's social care and others facing barriers to learning. Governors routinely scrutinised relevant data, reviewed the impact of interventions and challenged leaders where necessary to ensure that provision met pupils' needs and that resources were used effectively to improve outcomes and reduce gaps in achievement.

The Governing Body continued to play a significant role in sustaining and promoting the school's vision, ethos and strategic direction. Governors ensured that strategic priorities reflected the needs of the school community and maintained a consistent focus on providing a high-quality education for all pupils. This strategic leadership influenced day-to-day decision-making across the school, ensuring that operational actions remained aligned with longer-term improvement goals.

Governors also sought assurance that school policies were not only compliant and fit for purpose but were well understood and consistently implemented by staff. Through policy review, monitoring and discussions with leaders, governors confirmed that policies effectively supported the school's aims and contributed to a safe, inclusive and high-performing learning environment.

Overall, the Governing Body's strategic leadership, effective challenge and support, commitment to accountability and focus on pupils' outcomes contributed positively to school improvement, strengthened leadership effectiveness and supported the delivery of high-quality education throughout the year.

Outcome of the objectives set for 2024-25:

1. Focus on governor learning and development and agree development actions

A range of professional development opportunities tailored to governors at maintained SEND schools were identified and promoted, ensuring governors met statutory training requirements whilst strengthening their understanding of effective governance.

In the autumn term the Full Governing Body reviewed and agreed its development priorities for the year ahead, aligning governors training with the school's strategic objectives and individual link governor responsibilities.

- Training activity was recorded on GovernorHub and reported to the Full Governing Body, enabling governor to monitor participation and identify any gaps in expertise.
- Governors actively shared learning through the GovernorHub Noticeboard.
- Governors participated in the Board Effectiveness Tool (Spring Term 2025) to identify strengths and areas for development.
- The Chair attended LA governor briefings to stay appraised of national and local developments in education, emerging priorities and associated training requirements.

Various providers were engaged to provide learning on (but not limited to):

Vision, Ethos & Strategic Direction:

- Termly Chairs / LA Briefing.
- Governance for special schools and specialist settings.

Performance Management:

- Finance for the more experienced governor.
- Achieving a broad and balanced curriculum in special schools.
- Managing concerns to avoid complaints.
- Taking SEND Governance to the Next Level.
- Fire safety in education.
- Welcome to school governance.

Safeguarding:

- The Prevent Duty.
- Cyber Security Training for School Staff.
- Domestic Abuse: Children & Young People.
- Safeguarding for Governance.
- Safer Recruitment in Education.

Question & Challenge:

- Impactful executive leader performance management.
- The Premiums - Pupil and Sport - Governors' role in planning, spending & monitoring.

Preparing for Ofsted:

- Practical Ofsted Preparation.

Impact: Governors maintained a culture of continuous learning and self-evaluation, ensuring that they remained well informed, appropriately skilled and equipped to fulfil their strategic responsibilities.

Status: Ongoing. Regular training, knowledge sharing and reflection will continue to strengthen governors' ability to provide effective challenge and support.

2. Review reporting to the governors from school leadership, with a view to streamlining and simplifying evidence and measurement

The Headteacher and Governing Body worked collaboratively to agree the scope, format and frequency of reporting to governors, to meet the criteria set out in the Maintained Schools Governance Guide:

- Agree with school leaders on how data will be provided, which will help it stay focused on its strategic functions while being mindful of the impact on workload.
- Identify ways to validate and cross-reference data provided by the senior leadership.

Governors needed to see information in relation to the priorities identified for improvement, which included:

- Summaries of the School Development Plan and Self-Evaluation Framework.
- Pupil learning and progress (literacy and numeracy) and quality of teaching.
- Pupil applications, admissions, attendance and exclusion.
- Staff deployment, absence, recruitment, retention, morale and performance.

Impact: Full Governing Body minutes recorded scrutiny of the key performance indicators presented in the HT Report. Governors welcomed the introduction of a budget narrative, providing an explanation of the financial outcomes, the implications and actions that were being taken. Analysis of workforce and pupil data was now available to governors.

Status: Ongoing.

3. Focus on supporting the school leadership through changes to the curriculum and funding linked to the re-designation

- The financial implications of the of the funding arrangements linked to the re-designation had featured as a standing agenda item at both the Resources Committee and Full Governing Body meetings throughout 2024-25.
- Following Governor engagement with the Local Authority Task & Finish Group, governors approved amendments to the school's Admissions Criteria and Admissions Policy to reflect the changing profile.
- The governing body provided a forum for informed discussion on the school's strategic direction around funding.
- The Chair engaged directly with the Local Authority on matters related to funding and pupil numbers, advocating on behalf of the school.
- Governors supported the school in discussions with the Local Authority concerning long-term estate management priorities aligned to the school's evolving needs.
- Through monitoring and challenge the Teaching & Learning Committee oversaw developments linked to the changing curriculum for the ASC cohort such as communication APPs, the SCERTS Assessment Tool and Outdoor Play & Learning.
- The Sustainability Link Governor monitored progress made towards the sustainability and climate change objectives by staff and the Eco Champions. This included oversight of the school's Net Zero Strategy, initiatives to enhance biodiversity, improvements in resources/premises efficiency, the embedding of environmental sustainability across the curriculum and the promotion of green career pathways.

Impact: Governors provided effective strategic support and challenge during a significant period of change, helping to ensure that curriculum developments, admissions arrangements, funding discussions and estate planning remained aligned with the school's long-term vision and the needs of its pupils.

Status: Closed.

4. Restructuring of governance, including committee membership.

The Governing Body reviewed its committee structure, membership and Terms of Reference at the first Full Governing Body meeting of the 2024-25 academic year.

- Governor link responsibilities and panel memberships were agreed.
- To improve efficiency and reduce duplication, governors agreed to streamline the committee structure by redistributing the responsibilities of the Child, Family & Community Committee across other committees. This ensured that relevant matters continued to receive appropriate scrutiny while making better use of governor time.
- To support the reorganisation, governors were invited to express their committee preferences based on their skills and experience, enabling membership to be aligned with governors' strengths and to maximise the contribution to the work of each committee.
- The Chair presented a proposal to reconstitute the Instrument of Government. Governors recognised the challenges associated with recruitment and the benefit of reducing vacancies. Following approval by the Governing Body, an application was submitted to the Local Authority for consideration through the formal approval process.

Impact: The revised governance structure improved the efficiency of the Governing Body by reducing duplication, strengthening committee membership and ensuring that governor expertise was utilised effectively. The streamlined arrangements supported improved quoracy while making the best use of governors' time.

Status: Closed.

5. Keep leadership succession under review

Regular conversations took place between the Chair of Governors, Headteacher and HR Manager to review leadership capacity, workforce planning and succession arrangements.

The Interim Leadership Restructure (implemented in September 2024) was reviewed by the Full Governing Body and replaced with a permanent structure from September 2025.

Impact: Governors maintained effective oversight of leadership succession and workforce planning, helping to ensure continuity of leadership and organisational resilience.

Status: Ongoing

Find out more about our school...

- Link to Ofsted report <http://www.ofsted.gov.uk/inspection-reports/find-inspection-report>
- Our school's Ofsted data dashboard can be found at <http://dashboard.ofsted.gov.uk/>
- Link to school's Pupil Premium and PE/Sports Premium information on the school's website <http://www.marjorykinnonschool.co.uk/funding-premiums.html>
- Link to Parent View Portal, which seeks parents' opinions on aspects of our school, from the quality of teaching, to dealing with bullying and poor behaviour. <https://parentview.ofsted.gov.uk/>

Governing Body Register of Interests

This register sets out any relevant business interests; details of any other educational establishments governed; and any relationship details between Governors and members of staff (including spouses, partners and relatives).

Full Name	Governor Category	Declarations of Members' Interests
Ms G Ataderie	Co-Opted Governor	No relevant business or pecuniary interests.
Mr H Formella	Co-Opted Governor	No relevant business or pecuniary interests.
Mr T Gardner	Co-opted Governor	No relevant business or pecuniary interests.
Mr P Goulden	Co-Opted Governor	Governor at another educational establishment.
Ms S Ramzan	Parent Governor	No relevant business or pecuniary interests.
Mrs R Kandola	Parent Governor	No relevant business or pecuniary interests.
Ms T Meredith	Headteacher	Member of MKS staff.
Mr Z Moosa	Co-Opted Governor	No relevant business or pecuniary interests.
Mrs A Öztürk	Co-Opted Governor	No relevant business or pecuniary interests.
Mr C Shah	Parent Governor	Chair of Hounslow Parent / Carer Forum
Mr J Kalman	Staff Governor	Member of MKS staff.
Mr S Turner	Co-Opted Governor	Links to other educational institutions and charities

Each Governor has declared their interests, as given above, to the Governing Body.

Date	September 2026
Planned review date	September 2027