



**Minutes of Resources Meeting
Monday 2nd November 2015 – 6.00pm**

GOVERNORS PRESENT

NAME	POSITION	PRESENT	APOLOGIES	ABSENT
Mrs A Martin (AMA)	Head Teacher	✓		
Mr H Tresidder (HTR)	Chair of Resources & Community Governor	✓		
Mr S Bembridge (SBE)	Staff Governor	✓		
Mr C Smith (CSM)	Parent Governor		✓	
Mr R Palmer-Clarke (RPA)	Parent Governor	✓		
Mr M Jeffery (MJE)	Co-Opted Governor	✓		
Mr P Oakes (POA)	Old Trust Governor		✓	
Mr A Forsyth (AFO)	Old Trust Governor			✓

IN ATTENDANCE

NAME	POSITION	PRESENT	APOLOGIES
Mr S Garrity (SGA)	Associate Head	✓	
Miss S Bhogal (SBH)	Clerk	✓	
Mrs L Key (LKE)	Business Manager	✓	
Mr P Haines (PHS)	Estates Manager	✓	

PRESENTATION:	Mrs L Key
TIME:	6pm
SUBJECT:	Pay and the possible changes to our pay model and practices

Until now, schools and academies have been bound very rigidly by the School Teachers' Pay and Conditions Document (STPCD), produced nationally by the School Teachers' Review Body (STRB).

Historically, the STRB has set teachers' pay, based on national reference, for each of the pay ranges, leaving schools and academies unable to determine their own pay for teachers and leaders.

In September 2015, a new STPCD came into effect. The national reference points have disappeared, and the STRD has determined just a minimum and maximum salary, for each of the pay ranges, leaving schools and academies free to determine their own reference points within these boundaries.

Consequently, in full consultation with staff and trade unions, we will be developing our own reference points, for each of the pay ranges, and reviewing our Pay Policy.

We will be seeking to lessen the incremental increase between each of the points so that during difficult financial times we can continue to reward our high performing staff with pay increases.

Whilst incremental progression has been performance related for some time, staff have also benefited from an automatic cost of living pay increase each September. In September 2015 this was 1%. It is likely that in future, any cost of living pay increases will also be linked to performance, which will need reflecting in our Pay Policy.

The Governors suggested implementing a sliding scale.

The Governors asked whether underperforming staff could move down the scale – the Headteacher reported that underperforming staff would not move down the down the pay scale but their performance would be managed via informal structured support and the capability process. If an underperforming teacher was in receipt of an additional allowance however, such as a teaching and learning responsibility point (TLR), we would seek to withdraw this, and relinquish them of their additional responsibilities, so they could focus on improving their performance as a class teacher.

The Governors recommended that the Leadership Team put together a strategy (LKE & AMA), supported by Browne Jacobson, for their consideration. They were mindful of the on-going recruitment and retention issues facing all schools and academies, and asked that research into what other schools were doing be carried out as part of the process, to ensure we remain competitive.

Agenda Item No:	1
Agenda Item:	Apologies
Minute Number:	R1

Mr P Oakes and Mr C Smith

The Governors accepted these apologies.

HTR suggested that if Governors send their apologies, they should be requested to email/phone the Chair to pass on any feedback on the papers.

HTR to raise this at Full Board on 30.11.15.

Agenda Item No:	2
Agenda Item:	Declaration of Interest
Minute Number:	R2

None

Agenda Item No:	3
Agenda Item:	Vice Chair Nomination & Election
Minute Number:	R3

Mr R Palmer-Clark was nominated as Vice Chair.

Proposed by: HTR

Seconded by: SBE

Agenda Item No:	4
Agenda Item:	Terms of Reference
Minute Number:	R4

The terms of reference were approved by the Committee.

In light of these, the Chair asked LKE to update the Committee on the following at the next meeting:

- Banking arrangements and cash investments;
- Insurance arrangements; and
- The appointment of a new Responsible Officer

Agenda Item No:	5
Agenda Item:	Minutes from the last meeting dated 6th July 2015
Minute Number:	R5

Subject to a couple of minor changes the minutes were accepted as a true and accurate record.

Agenda Item No:	6
Agenda Item:	Actions from the last meeting
Minute Number:	R6

- SBE is currently working with PHA on improving the grounds maintenance contract specification.
- LKE is still working on updating the charity's trustees and bank account signatories, as discussed under agenda item 7 at the last meeting.
- PHA is still to update the Governors on the cost and possible payback period of replacing large groups of lights with low cost LEDs.

Agenda Item No:	7
Agenda Item:	Local and National Updates if appropriate
Minute Number:	R7

Pay

Covered under LKE's presentation at the start of the meeting.

Multi Academy Trust Update

The Academy Board would be discussing this matter at their next meeting. Feedback would be provided to the Full Board on 30.11.15.

DfE Conference

06.11.2015 – V1

Signed by Chair of Resources Committee: _____

Printed Name: Hereward Tresidder

AMA reported that she would be attending a DfE conference on 3.11.15, and that she would feedback any further national updates to the Full Board on 30.11.15.

HTR thanked LKE for supporting his transition to his new role as Chair of Resources.

Funding

Governors are already aware of the financial challenges facing all schools and academies. LKE explained our GAG funding for 2016/17 was set to reduce significantly. Our student roll has fallen again from 1,301 to 1,281; around 100 under our net capacity. As a result we are earning around £400,000 less in recurrent revenue grant funding than if we were full.

In addition, we are expecting to receive less funding per student from the Education Funding Agency (EFA). LKE explained that, despite the fact we are an Academy, the vast majority of our GAG funding is calculated by the Local Authority (LA). The LA had proposed a reduction in its formula funding multipliers due to its own budget pressures. It had also proposed a reduction in our high needs funding of £180,000, due to us having fewer high needs students on roll. LKE said she would be challenging the reduction in funding per student via the EFA, and would be seeking a phasing in of the reduced high needs funding to give us time to adjust our cost base accordingly.

LKE explained that recruiting and retaining students remained a priority for the school. We are aware that student numbers in the primary schools are increasing, and expect this, along with the new housing, to have a positive impact on our roll in the near future. We also expect to capitalise on our positive Ofsted judgement. It is also recognised that we need a much improved marketing strategy, which is in development.

SGA said our priority was to find out why some students in our geographical area chose other schools over QEGS.

AMA reported that transport is a barrier for some, particularly if their children are interested in participating in after school activities. We are currently carrying out a cost benefit analysis of hiring a minibus as a possible solution, covering the areas of Sudbury and Doveridge.

Agenda Item No:	8
Agenda Item:	Academy Financial Handbook including summary of changes
Minute Number:	R8

A new financial handbook has been issued by the DfE, effective from September 2015, and a summary of the key changes was provided by the Chair. These cover governance, financial control, and audit.

In respect of governance, academy trusts must:

- Publish on their websites up-to-date details of their governance arrangements in a readily accessible form, and their minutes.
- Have a register of interests which identifies any close family relationships between members or trustees, and between members or trustees and the trust's employees
- Publish relevant business and pecuniary interests of governors on their website

- Academy trusts **must** notify Education Funding Agency (EFA) of the appointment of members or trustees

ACTION:

A new Register of Interests Form will be sent to staff and Governors in due course for their completion

Agenda Item No:	9
Agenda Item:	Business Managers Finance Report
Minute Number:	R9

The Chair asked Governors if they had read the Business Manager's Finance Report. All confirmed they had.

Key points

2014/15

- Our closing position as at 31.8.15 is estimated to be £975k (£282k less than in the previous year)
- Our cash balance was £1.2m (£200k less than in the previous year)
- We have yet to received our audited accounts back from Smith Cooper, but these figures are not expected to change materially

2015/16

- The revenue reserve as at 31.8.16 is projected to be £458k (£163k greater than initially budgeted for)
- The Committee discussed the key budget variances, which were largely staffing related
- Staff absence levels were reported as a cause for concern, both sickness and maternity
- The school has taken steps to minimise the need for cover teachers, particularly in Science, for the benefit of the quality of teaching and learning, and cost. This has resulted in increased class sizes. A review of the impact of these changes will be carried out by the Leadership Team in December 2015

The Future

- Our 2016/17 GAG funding is forecast to fall by around £417k due to the reasons discussed earlier in the meeting
- In addition, employer on-costs continue to rise – in September 2015 teachers' pension costs rose by 2.3% from 14.1% to 16.4%, and in April 2016, national insurance costs will rise by 3.4% from 10.4% to 13.8%
- A financially sustainable strategic plan continues to be developed to ensure we achieve our aim; to raise standards to the highest levels for all young people in our locality and increase their opportunities, experiences and life chances
- Every opportunity to reduce staffing costs has been exploited, but there is still some work to do to increase income, particularly in relation to recruiting and retaining students
- The latest financial forecasts were presented, these are summarised over the page:

Queen Elizabeth's Grammar School, Ashbourne Academy
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REVENUE ACCOUNT	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Outturn £	Outturn £	Budget £	Budget £	Budget £	Budget £	Budget £
TOTAL REVENUE INCOME	7,377	7,111	6,842	6,425	6,556	6,802	6,838
TOTAL REVENUE EXPENDITURE	7,443	7,279	7,051	6,776	6,742	6,763	6,762
INCOME LESS EXPENDITURE	-67	-168	-208	-351	-186	40	76
BUDGET B/FWD FROM PREVIOUS PERIOD	900	834	666	458	106	-80	-41
REVENUE BUDGET C/FWD TO NEXT PERIOD	834	666	458	106	-80	-41	36

Governors were reminded that we had been assured of 'flat cash' for the next 5 years, and our previous plans and forecasts had been prepared on that basis.

Governors recommended that we should argue with Derbyshire over the funding cuts and bring the matter to the attention of the Regional Schools Commissioner, who may bring her influence to bear, reflecting her concerns about Derbyshire schools.

The Chair asked the Business Manager to diarise when she found out that Derbyshire LA was reducing the funding multipliers, so that we could be forewarned next year.

Governors also stated that we must continue to seek out other income streams, and that the Multi- Academy Trust may deliver some efficiency savings.

The Government will drive to convert schools to academies, as the LA will continue to cut costs.

The Headteacher - there will be another Education Bill, we will then understand the new threats to the future of the LA.

The Business Manager - until we are at capacity it is difficult to gain access to other funding streams; capital and S106 monies for example.

The Headteacher - we are proposing to bring admissions in house since we suspect Derbyshire County Council may be giving incorrect messages out to parents about QEGS being full.

Governors stated the need for clear action plans, and that they would be happy to help in any way in their development.

Agenda Item No:	10
Agenda Item:	Estate Managers Report including Premises Improvement Plan & Health and Safety Report
Minute Number:	R10

Health & Safety Report

The Estates Manager pointed out that there was only 1 near miss and not 2 as stated in the papers.

Governors asked how we are promoting the reporting of near misses – it was resolved that clear signage should be displayed around the school informing staff and students of the need to report near misses and the process for doing so, and that training would be provided.

Estate Managers Update for Governors

All scheduled summer works have been completed, these include repairs to the science heating system and CCTV upgrades. Spending on these was within budget.

Premises Improvement Plan

Governors asked whether the Estates Manager could foresee any significant and inevitable upcoming costs - the school generally is in good condition, we will be bidding for replacement windows on the old building, making a case for energy saving.

Governors suggested asking for a Health and Safety Crisis grant if needed.

A discussion took place regarding extending the gravel car park at the sixth form centre to free up parking on the main school grounds, especially when we have events such as open evenings. Having fewer cars parked on the top tier had an effect on student behaviour during lunch and break times as there were no cars to hide behind etc.

Governors suggested developing car sharing schemes for staff, to reduce the number of cars on site.

Agenda Item No:	11
Agenda Item:	ICT Strategy
Minute Number:	R11

The Chair stressed the need to fully test our IT disaster recovery plan.

A report showing the age profile of all hardware was reviewed. Hardware is replaced on a rolling programme.

The report also covered the school's servers, and a discussion took place regarding some potentially critical issues, and the possible solutions. The Business Manager and Rob Tuck would consider the options further and consideration would be given to cash flow.

A longer term ICT Strategy needs to be developed, but in the medium term our priority remains maintain the equipment and infrastructure we have.

Governors suggested networking with other schools to learn from best practice and their use of new technologies, recognising the strategy needs to work for QEGS.

ACTION:	Leadership Team to continue working on this strategy and report back to Resources in due course.
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Agenda Item No:	12a
Agenda Item:	List of Pending write Offs
Minute Number:	R12

These write offs were approved by Governors.

Proposed by: RPC

Seconded by: HTR

Agenda Item No:	12b
Agenda Item:	Fixed Asset Register Write Offs
Minute Number:	R13

The fixed asset register write offs were approved by Governors.

Proposed by: RPC

Seconded by: HTR

There being no other business the meeting was closed at 8.10pm