



**Minutes of Resources Meeting
Monday 18th January 2015 – 6.00pm**

GOVERNORS PRESENT

NAME	POSITION	PRESENT	APOLOGIES	ABSENT
Mrs A Martin (AMA)	Head Teacher	✓		
Mr H Tresidder (HTR)	Chair	✓		
Mr S Bembridge (SBE)	Staff Governor	✓		
Mr C Smith (CSM)	Parent Governor	✓		
Mr R Palmer-Clarke (RPA)	Parent Governor	✓		
Mr P Oakes (POA)	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		✓

Agenda Item No:	1
Agenda Item:	Apologies
Minute Number:	R14.16

None.

Agenda Item No:	2
Agenda Item:	Declaration of Interest
Minute Number:	R15.16

None.

Agenda Item No:	3
Agenda Item:	Minutes from the last meeting dated 02.11.2016
Minute Number:	R16.16

The minutes of the last meeting were accepted as a true and record.

Agenda Item No:	4
Agenda Item:	Actions from the last meeting
Minute Number:	R17.16

The Chair explained that a new item had been added to the agenda title 'Income Generation'. Having identified that we are 100 students below our current number on roll, we need to concentrate on how we can grow this whilst still maintaining our development plan.

R8 – The register of business interest form will be sent to Governors in due course to fill in.

R11 – The Leadership Team are continuing their work on the ICT strategy. They are currently looking at what other schools are doing, the Network Manager is at an ICT show in London this week to see the latest technology, he will be reporting this back to the Leadership Team.

The Associate Headteacher explained to the committee that key personnel who want to be involved in our plan have been identified, we have a draft and we will be consulting with other parties on our key strategic aims, keeping the principles of it educationally based, with the student learning experience at the forefront.

ACTION:

There will be a presentation at the next Resources meeting in June talking through the ICT strategy and progress so far.

Disaster Recovery Plan

The Chair suggested that the Leadership team work with RTU to force a problem with the system at an appropriate time and then to see how we would solve the issue.

ACTION:

Leadership team to work with RTU to force a problem with the ICT system at an appropriate time and to solve the problem, report back to Resources at the next meeting.

R4 – Update on banking & insurance arrangements

Following the last meeting of the Resources Committee the following information is provided in accordance with the Committee's Terms of Reference:

Responsible Officer

Helen Baker – Helen is only able to commit to this role on a short term basis, and only whilst QEGS is a single academy trust. We will need to appoint a new Responsible Officer when we become a multi-academy trust with other academies.

The Chair outlined that the main role of a Responsible Officer is to make sure that everything is in order, to provide an independent view and we do need to think about how we would achieve this in a Multi-Academy Trust. We will need to identify from the Governing Body all Governors with financial expertise. The Business Manager explained that the responsible officer should also not be someone that sits on the Resources Committee.

ACTION:

Governors asked the Business Manager to find out how the DfE would manage these controls if there was no Responsible Officer, especially if we are not mandated to have one.

Banking

Lloyds Bank plc
Compton
Ashbourne Derbyshire DE6 1BX

Rates of interest:

- 3 x current accounts – 0.1%
- 3 x fixed term deposit accounts – 0.8%

Insurance

Education Funding Agency - risk protection arrangement
Zurich Municipal - engineering inspection and insurance
Chubb – overseas travel
A paper showing the levels of cover was also provided for Governors.

Governors suggested putting some pressure on with the banks to try and obtain a better rate.

Agenda Item No:	5
Agenda Item:	Local and National Updates
Minute Number:	R18.16

The Resources Committee received a presentation at the last meeting regarding pay, and in particular teachers' pay.

Following that meeting, a new set of pay scales has been developed for teachers' and these are attached for information.

These pay scales are compliant with the School Teachers Pay and Conditions Document (STPCD) in that they reflect the minimum and maximum salaries payable to teachers on the various pay ranges, as determined by the School Teachers' Review Body (STRB). However, the incremental progression between each point of the new scales is smaller than on the existing pay scales. This will help us manage the cost of pay progression and ensure high performing staff are rewarded.

These pay scales were considered and accepted by the Pay Committee on 11th January 2016. We now intend to open a period of consultation with the staff and the Trade Unions with a view to implementing these on 1st August 2016.

These pay scales are based on the current minimum and maximum salaries for each of the pay ranges, which may increase in September 2016. If they do, the change will need to be reflected in our scales to ensure compliance with legislation.

We would like the 1% pay award linked to performance so that we can consider pay progression as one process.

Governors asked the Leadership team if they were happy with the attached pay scales, they asked whether these gave the leeway they were looking for. The Headteacher, yes. Each scale has been thought about in terms of making it a good incentive, if it is too small staff may feel that it is not worth it.

Governors also asked for clarification regarding the different scales for Leadership and what measures they need to meet in order to go through each of the scales, and if it is possible to double jump. The Headteacher explained that to get to the upper pay scale staff would have to demonstrate whole school impact and provide two years' worth of evidence.

The Governors discussed which pay scale they preferred and the scale on the left hand side has percentage gaps that are consistent.

The Headteacher also explained the TLRs and specifically TLR 3 which is awarded by the Headteacher for a specific project, with tight objectives. These are done as an extra on top of their current role.

Governors asked whether we expected any backlash from the unions. The Headteacher stated that we are not expecting any back lash.

Agenda Item No:	6a
Agenda Item:	Finance report
Minute Number:	R19.16

Governors are well versed in the challenge facing all schools; to raise standards to the highest levels for all young people in our locality and increase their opportunities, experiences and life chances.... with less funding!

The report sent to Governors provides an update on our current financial position, and outlines the next steps as we continue to develop strategies to drive up standards in a financially viable way.

2015/16 Financial Year - Revenue

Governors were reminded that in the Summer Term 2015, a budget plan was approved which would have seen our revenue reserves fall by £372k from £667k to £296k by 31 August 2016.

The current projected year-end balance is somewhat improved at approximately £390k, as set out in the papers sent to Governors prior to the meeting.

This variance is largely attributable to savings relating to staffing, including at leadership level. Overall staffing costs, including supply, are forecast to be around £71k under budget.

The tables in the paperwork provided to Governors suggests an underspend of just £12k, £59k of the 'other income' set out above relates to salary refunds from Birmingham University and the Ashbourne Dove Valley Teaching School Alliance in relation to two academy leaders on part time secondments.

Governors asked if two members of staff that are seconded, what impact this is having on the education of students. The Headteacher explained that this is actually benefitting the students, for example character education.

We have worked hard to reduce our staffing costs since the initial budget was set and have taken every possible opportunity to challenge our spending and review our staffing structures to ensure high value for money. Whilst spending on staffing is under budget overall, expenditure in relation to supply is forecast to be around £90k in excess of the budget at £178k. This is largely due to high levels of absence; sickness and maternity.

Staff absence has been a cause for concern since the start of the academic year, and we are working hard to minimise its impact on student outcomes, and on the academy's resources.

Currently 6 teachers are on maternity leave and further 4 will start their leave later in the year. In addition 3 teachers are off long term sick. One of our absent teachers, however, will leave the school's employment on 30th April 2016 following a lengthy HR process.

Capital

A summary of our current capital position is set out below:

CAPITAL ACCOUNT	£000	£000
BUDGET B/FWD	119	
*ESTIMATED DEVOLVED FORMULA CAPITAL GRANT	28	
TOTAL INCOME		147
LESS EXPENDITURE:		
FURNITURE & EQUIPMENT		
COMPUTER EQUIPMENT & SOFTWARE	1	
	2	
	2	
TOTAL EXPENDITURE		2
BALANCE		145

*Each year the academy receives a Devolved Formula Capital Grant from the Education Funding Agency. Based on historic information, our 2015/16 allocation is expected to be around £28k, and we will receive this during the Summer Term 2016.

In order to address some immediate ICT concerns, and as discussed at the last meeting, we are seeking to invest up to £18k of our capital monies in two replacement servers (a host server for virtual servers and a storage server). These will safeguard against significant business interruption, and having reviewed our cash flow forecasts there is no reason to delay this investment.

Permission is sought from the Resources Committee to spend up to £18k on two servers, a host server and a storage server, subject to normal purchasing procedures being followed to ensure value for money. The Resources Committee agreed to this.

Private Fund

The balance on the private fund currently stands at £228k. £164k of this is available to draw upon at the discretion of the academy to support school improvement priorities, whilst the rest relates largely to school trips.

The Future

Governors were reminded that our budget for 2016/17 will be based on the number of students we had on roll in October 2015, 1,281. This is 20 fewer than in October 2014, and 103 below net capacity!

Student recruitment and retention remains a high priority for the academy, and the Leadership Team is currently in the process of formulating a strategy to drive up student numbers to increase levels of income.

Currently, we are losing out on in excess of £400k of revenue grant funding, and there will be some discussion at the meeting about how we are proposing to address this!

Derbyshire County Council's indicative formula funding multipliers for 2016/17 are not as low as first thought, as it is now known the Authority will benefit for a second year from a share of the Government's Minimum Funding Level Grant (£16m to reflect the fact that Derbyshire is one of the poorest funded Authorities nationally).

Whilst the multipliers are still expected to fall, due to the Authority having no further cash reserves to help school and academies meet the cost of the single status pay review, the impact will be far less significant than initially thought.

Applying the latest 2016/17 indicative multipliers to our 2015/16 student numbers, to aid comparison, generates a budget reduction of just under £30k.

Additionally, the Local Authority has agreed to reduce our Enhanced Resource Funding over a two year period. We will therefore receive transitional protection of around £62k in 2016/17 to give us time to reduce our overheads accordingly.

The combined effect of these changes, including the reduced student roll, will see our General Annual Grant (GAG) fall by around £191k from £6.287m to £6.096m, a decrease of 3%.

Whilst budgets are falling, 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%.

Our latest longer term financial forecasts, which are underpinned by our strategy, were attached to the report for information.

Governors asked for clarification of dates and asked for these to be included in the next report, Governors also asked if the report will always be two months behind. The Business Manager explained that due time constraints we were unable to add another month in.

The Headteacher explained that she had picked up a lot of work in regards to the Teaching School. In September we also have an Assistant Headteacher who is retiring so there will be a position on the Leadership Team.

The Associate Headteacher stated that in order to move from 'Good' to 'Outstanding' we need to retain the very best staff, in some cases we need to fill up CVs too, we will always have an element of staff that want to move around.

The Chair asked the Leadership Team to let the Governors know when we run into problems such as maternity or illness, as Governors we need to see when these problems/issues are created, so that solutions can be provided, by flagging this early we can maintain the quality of teaching.

Governors asked the Business Manager to list her worries and concerns at the end of her finance report.

Agenda Item No:	6b
Agenda Item:	Pending Write Offs
Minute Number:	R20.16

Governors suggested that it would be useful to have the original cost on these write offs, so that we can be fully aware that they have depreciated in value.

The pending write offs were approved by the Resources Committee.

Agenda Item No:	6c
Agenda Item:	Fixed Asset Register Write Off
Minute Number:	R21.16

The fixed asset register write offs were approved by the Resources Committee.

Agenda Item No:	7
Agenda Item:	Income Generation
Minute Number:	R22.16

This is a specific strategy to discuss which schools we are not recruiting potential students from. What other measures can be put in place to recruit more students, and to retain the students currently on role.

We have been through a consultation period and Waterhouses is now in our catchment area, from September 2016 students will go through an appeal process for admissions and from 2017 they will automatically have a place at QEGS.

One specific area that has been looked at is a minibus from the villages on the outskirts of Ashbourne. The Leadership Team are currently in discussions with Glovers in regards to extend the routes we currently have with them. Obtaining a minibus is not a viable option as we would be limited with the amount of passengers, using Glovers opens this up to a much wider audience.

The Associate Headteacher explained to Governors that RTU and LDA had attended a marketing course focusing on marketing your school and driving up your role in recruiting more students. We are currently working on a survey to send to year 6 – to those that decided not to come to QEGS and to find out why, equally it is also important to ask the students that did decide to come to QEGS why they did.

CSM left the meeting at 7.40pm

Our current spend on marketing is £6k per annum, other schools spend in the region of £500 to £12k per annum. We also intend to set up a focus group of some parents that have children at QEGS and who have children that potentially will come to QEGS. We will also meet with Gareth Butterfield from Ashbourne News Telegraph and find out the demographic of who reads the paper. Our biggest gains are families on the periphery.

The Chair stated that understanding why our numbers on role had dropped is crucial.

The Associate Headteacher explained that we have much better information through our Admissions Officer (Lisa Jones), she makes sure that the relationship with prospective parents is excellent, this has to be a focus for the Leadership Team.

ACTION:

Lisa Jones to be invited to the next Resources Meeting to present on the admission and transition process.

Governors suggested speaking to estate agents again to boost our presence and to reiterate that we have places available. A clear communication strategy is needed.

The Associate Headteacher suggested that we need to look at big curriculum events to attract potential students and parents, for example STEM fairs, Dance & Drama showcase and stargazing.

Agenda Item No:	8
Agenda Item:	Key Financial Performance Indicators
Minute Number:	R23.16

The Business Manager explained that this agenda item had stemmed from appraisal targets. The Chair of Governors (MJE) would like financial targets in the appraisals for the Headteacher, Associate Headteacher and the Business Manager.

We would like the views of the Resources committee as to what you would like us to be measured on; for example number on roll and income generation could be a key financial performance indicator. Other schools measure staffing costs.

The Chair explained that until the Resources committee knew the demographic, they would not be able to set the targets.

The DfE have carried out some benchmarking and have compared our financial performance against another closely matched school, on non-teaching staff we are spending less than other schools. The Headteacher explained that although the above is true, we are struggling with admin as there are not enough staff for the workload, and the extra work that will come with converting to a MAT.

The Chair suggested putting a percentage cap on admin staff costs, as we should be trying to put as much as we can into teaching. The Business Manager explained that our spend on Teaching Assistants is low and we do not have any admin staff that do not play a vital role.

The Headteacher explained that we are seeking to appoint another PA, we would like the current Headteachers PA to continue with communications and possibly MAT governance, however, that would mean that the Headteacher and the Business Manager would need a PA. We need to invest in support staff.

The Governors asked for a support staff structure which would enable them to understand what resources we currently have and then to decide what is needed.

The Associate Headteacher explained that if our Teachers need to be teaching and spending quality time in the classroom is important, then a strong support staff structure is needed for them to be able to this, we need to reduce teacher workload (ie data analysis).

The Chair asked the Leadership Team to think carefully about the financial objectives, having more money enables us to provide a better education, getting more money into the school is very important, however, we do need some benchmarking as there are factors that change every year. We need a current measure against what other schools are doing.

Agenda Item No:	9
Agenda Item:	S106 Monies
Minute Number:	R24.16

Councillor Tony Millward has written to the academy, following meetings with both Derbyshire Dales District Council (Paul Wilson), and Derbyshire County Council (Councillor Jim Coyle), to inform QEGS that both parties have agreed the following Section 106 agreement monies for QEGS:

Secondary education	£1,877,353
Post 16 education	<u>£ 745,025</u>
Total	<u>£2,622,378</u>

Timescales are dependent upon the development starting, and the rate at which the properties sell, but it is expected that QEGS will receive the monies set out above within the next 5 years.

The Airfield site will generate the most money due to its size.

Councillor Millward has confirmed that Derbyshire Dales District Council has already received Section 106 agreement monies from the Lodge Farm Chase development totalling £194,248, and has applied for the following:

- Willow Meadow Road - £171,761
- St Oswald's - £56,891

It is our intention to now write to both Derbyshire Dales District Council and Derbyshire County Council to confirm our understanding of the situation so that we may progress our 6th form expansion plans.

Agenda Item No:	10a
Agenda Item:	Health & Safety Report
Minute Number:	R25.16

The Governors were sent the health and safety report from the Estates Manager prior to the meeting.

Accident reporting

There have been a total of eight accidents up to 06.01.2016 for the 2015/16 academic year, five were considered serious and one was reportable to the HSE under RIDDOR due to a greater than seven day absence.

Near miss reporting

There had been two near miss reports up to 06.01.2016 for the 2015/16 academic year. Both have been investigated and solutions sought to prevent similar events, an accident summary was attached for Governors.

Governors asked for a more detailed analysis in the accident summary in terms of type of injury.

Fire safety

The once yearly review of the fire risk assessments will be completed this month. All statutory requirements have been complied with.

QEGS Head Caretaker (Mr Riddy) retired at Christmas, therefore Caretaker interviews are being held on Wednesday 20th January.

Agenda Item No:	10b
Agenda Item:	Estate Managers report
Minute Number:	R2616

The Governors were sent the Estate Managers' report prior to the meeting.

Buildings maintenance

The guttering has been replaced on the SEN block (this job was scheduled in the premises improvement plan) and we are currently investigating a leaking cold water storage tank in the gym building. Short term essentials include: emergency lighting repairs £4,252, lighting protection repairs £622, replacement central heating pressurisation unit £1,278, and gym equipment repairs £2,000.

Statutory testing and maintenance

Annual gas cooker testing took place over Christmas half term. This resulted in two cookers being condemned and four more scheduled for replacement. The plan is to reduce our food technology classrooms from two to one after the current year 11 leave. We will then relocate our best appliances to the remaining room.

Energy saving

We are in the process of gathering information on cost/benefit of LED replacement lighting and discussing possible energy saving with our heating engineer.

There being no the business the meeting closed at 8.10pm

