

The Swanage School  
**MINUTES OF A MEETING OF THE FINANCE & PREMISES COMMITTEE**  
 Friday 8 February 2019, 10.30am

Present: Nicola Newman (Chair), Jenny Maraspin (Acting Headteacher), Tim Marcus (from 11am), Isobel Tooley  
 In attendance: Anna Carvisiglia (Business Manager), Sue Fletcher (Clerk)

Item		Action	Lead	By
	Nicola Newman was elected chair for the meeting.			
FP 3.1	<b>Apologies for Absence</b> Apologies were received from William Knight. Tim Marcus would be late arriving.			
FP 3.2	<b>Declarations of Interest</b> JM would have a conflict of interest for item FP 3.12 SLT remuneration.			
FP 3.3	<b>Minutes of the Last Meeting</b> The minutes and confidential minutes of the meeting held on 5 December 2018 were confirmed as an accurate record and signed.			
FP 3.4	<p><b>Matters Arising &amp; Actions</b> Where not elsewhere on the agenda</p> <p><u>FP/STF 1.5 Internal audit</u> An internal audit conducted by Griffin Chartered Accountants took place on Wednesday 6 February 2019. AC reported that the audit had gone well, with only a few minor points being identified. These were expected to be noted in the report as:</p> <ul style="list-style-type: none"> <li>- the need to print bank reconciliations</li> <li>- improving the audit trail when a supplier notifies a change of bank details</li> </ul> <p>The auditor wanted to check the Academies Financial Handbook with regard to FGB minutes potentially requiring a standard action point regarding review of the management accounts.</p> <p><u>FP 2.7 Revised 5-Year Budget</u> AC reported that at the INSET day on 7 January 2019 she had given a presentation to staff on the financial challenges facing the school, providing figures on the projected cumulative deficit over 5 years. Staff had</p>			

	<p>generally responded with a positive, pragmatic approach in terms of improved understanding of value for money and the need to economise.</p> <p><u>FP 2.9 Scheme of Delegation</u> The Clerk reported that the updates agreed at the last meeting were still be actioned.</p> <p><u>FP 2.11 Continuity Plan</u> As above.</p> <p><u>FP 2.12 Business signatories and financial delegation</u> The board of governors had approved the recommended change to the signatories and financial delegation limits in respect of removing the separate entry relating to an authorised card holder.</p> <p><u>FP 2.16 Policies</u> As above, updates agreed at the last meeting were still to be actioned.</p>	Follow up	Clerk	ASAP
FP 3.5	<p><b>Chair's Action &amp; Report</b></p> <p>I. <u>Contingency meeting 4 Jan 2019</u> As TM was not yet in attendance, IT reported on the meeting held 4 January 2019 to discuss the arrangements for management cover during a period of medical leave for the Headteacher. JM had been appointed Acting Headteacher and, after seeking expressions of interest from staff, Kay Lawton had been appointed Acting Deputy Headteacher and Dave Dawson Acting Assistant Headteacher. Supply cover had been engaged to back-fill some teaching. Governors asked JM if she feels she has enough support and if she would like any further input from governors at this stage. JM reassured governors that she was comfortable with her new responsibilities, but that she had identified more management time is required from KL, which was being arranged. She reported that she is working with the Business Manager on business and financial matters.</p> <p>Acting up allowances will be approved by the full board at their meeting on 13 February 2019.</p> <p><b>AGREED</b> the cost of covering the headteacher's absence should be moved from the designated staff absence fund to the undesignated general funds at year end.</p> <p><b>AGREED</b> it would be wise to consider insurance for long-term staff absence and that AC would seek quotes both for teaching and non-teaching staff.</p>	Move funds  Insurance quotes	AC  AC	Aug '19  Mar '19

	<p>AC reported that Department for Education records had been updated to show that JM was now the Accounting Officer.</p> <p>2. <u>Responsible Officer</u>  Angela Beal had resigned as a governor and therefore as Responsible Officer. There was felt no need to replace the Responsible Officer this year, as there had been an internal audit, however it was noted that the committee would benefit from an extra member to replace Mrs Beal and Ben Gibbard, who had also resigned.</p>	Committee membership	Clerk	Feb '19
FP 3.6	<p><b>Reports</b></p> <p><b>I. Business Manager</b></p> <p>i) <u>Budget monitor</u>  In presenting the budget monitoring report to 31<sup>st</sup> December 2018 and answering questions from governors, AC reported that:</p> <ul style="list-style-type: none"> <li>• the minibus is currently not full, so income to date is lower than expected; space on the bus was being advertised;</li> <li>• catering income shown on the report for September to December was under budget, however income has risen by over 20% per week since implementation of a new catering and snack offer commencing January 2019. Expenditure on catering supplies was over budget, which reflected the need to purchase a fridge and shelving related to the new offer earlier in the year than budgeted;</li> <li>• for trips and visits the budget was phased equally over 12 months, whilst income and expenditure are not; this budget should align at year end;</li> <li>• the IT expenditure budget is phased over 12 months, but will be reviewed with a view to more accurate phasing when the new IT technician is appointed;</li> <li>• purchase of furniture &amp; equipment had previously been within other budget lines, but had been separated for better monitoring. Requirements since September suggested the budget had been set too low. New furniture had been purchased where rooms have been re-purposed (eg. Hub, Head of House office).</li> <li>• the maintenance budget showed a negative variance due to an unexpected c£3k fix to a wiring issue in the Sports Hall;</li> <li>• educational support expenditure to date was over-budget. It was noted that a cover supervisor post would not be replaced and a temporary technician contract had ended;</li> </ul>			

	<ul style="list-style-type: none"> <li>• insurance costs were higher than expected due to an unbudgeted insurance legally required for engineering inspections;</li> <li>• the budget for lettings staff could be reduced, now that more information on requirements was known.</li> </ul> <p>Although there had been several unexpected expenditure items, overall AC was satisfied that the School was on track to come in on budget (deficit) for the year.</p> <p>The designated maintenance fund was discussed, it being noted that this was not currently being tracked. Maintenance spend would be reviewed at year end and a view taken on whether to transfer funds from the designated fund to general funds. A list of predicted timeframes for maintenance expenditure, based on estimated life of building and electrical components, which the designated maintenance fund was intended to cover, was shared.</p> <p>[TM joined the meeting]</p> <p>ii) <u>Cashflow monitor</u> The cashflow report showed combined opening bank balances for both of the School's accounts, along with forecast income in and expenditure out by month. The overall negative movement on the forecast balance over the year was therefore in line with the projected deficit of -121k for 18/19. Whilst it was noted that the School has reasonable reserves, these would not cover the projected 5-year cumulative deficit. AC noted that the deficit reduction working party needed to reach a working model to create a surplus as soon as possible, rather than using reserves to counter the deficit.</p> <p>iii) <u>Admission numbers expected for Sept 2019</u> 68 first choice applications had been received, and 27 second choice. This was the highest ever number of applicants at this stage. 15 additional students had been the minimum rise between figures at this stage and final numbers, and the expectation was therefore that the 2019 cohort would be fully subscribed.</p> <p>iv) <u>IT staffing</u> AC reported that the IT technician had resigned and that the Network Manager had transferred to full time teaching. External support for higher level IT jobs is being considered instead of replacing the Network Manager, in conjunction with recruitment for a replacement IT technician. The experience of the new post-holder would influence the level of external support required.</p>	Maintenance fund	AC	Aug '19
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	<p><b>2. Premises</b> A report from the Facilities Manager was considered. This outlined the new health &amp; safety service level agreement with Dorset County Council. As part of this a H&amp;S audit had been conducted (see FP 3.7.1 below).</p> <p>i) <u>RIDDOR</u> There had been no RIDDOR reportable accidents since the last report.</p> <p>ii) <u>Exam cupboard update</u> AC reported that a new location for the exam cupboard had been found, which would be a significantly cheaper alternative than undertaking the work required to make the existing cupboard fully compliant.</p> <p><b>3. Data protection</b> AC reported that there had been one data breach this term to date (information sent to the wrong parent). The Data Protection Officer had decided it was not a high enough level breach to require reporting to the Information Commissioner's Office. The DPO would keep a log of breaches and it was agreed that any cases reported to the ICO should be reported to governors.</p> <p>GDPR training had been provided to staff at the INSET day on 7 January 2019.</p> <p><b>4. Budget working party</b> The budget working party (three finance committee governors and the Senior Leadership Team) had met before Christmas and it had been agreed that the SLT would compile a report on ideas to reduce the deficit by February half-term.</p>	<p>Report</p> <p>Agenda</p>	<p>AC/JM</p> <p>Clerk</p>	<p>Feb '19</p> <p>Mar '19</p>
<p>FP 3.7</p>	<p><b>Health &amp; Safety Annual Review</b></p> <p>1. <u>H&amp;S audit report</u> A copy of the H&amp;S audit report had been circulated. The report identified, for example, issues relating to risk assessments and cluttered workspaces. AC noted that she and the Facilities Manager would be reviewing their action plan and would report back fully at the next meeting.</p> <p>2. <u>H&amp;S link governor report</u> A report from the H&amp;S link governor (since resigned) was received. Governors questioned one incident of a trip going ahead without a risk assessment, however JM was able to clarify that the risk assessment had</p>	<p>Report next meeting</p> <p>Agenda</p>	<p>AC/JD</p> <p>Clerk</p>	<p>Mar '19</p> <p>Mar '19</p>

	<p>been done but had listed coach travel rather than minibus travel. It was agreed that recruiting a new H&amp;S link governor was important, particularly in light of the audit and actions arising. It was suggested that Jessica Starmer, who had agreed to be co-opted to the governing body, be asked if she would be willing to join the committee and take on this role. It was recognised that training for the H&amp;S link governor is important to ensure they take a strategic overview.</p>	H&S link	Clerk	Feb '19
FP 3.8	<p><b>Letting Review</b>  A report on hire of the facilities out of hours had been circulated. This showed forecast income from the current regular groups of £26k, which would be supplemented by income from new regular groups and one-off events. The budget for letting staff who open and close the building out of hours would be able to be reduced in light of a more accurate forecasting of the hours that would be required. SF (the Community Administrator) gave an overview of events and new groups pending and outlined plans to target weekend and holiday availability and to try and fill gaps created by the seasonality or term-time only nature of some groups.</p>			
FP 3.9	<p><b>Policies &amp; Procedures</b>  1. <u>CCTV Policy</u>  <b>APPROVED</b> the CCTV Policy, subject to adding a statement, under a “safeguarding” heading, that viewing of CCTV images must have approval from the SLT and is only to be viewed in pairs. It was noted that the basic thrust of the policy is that CCTV is not routinely viewed but is available as a record if a reported incident needs investigating. Since the extra cameras were installed, there has been one serious incident where CCTV evidence has proved useful.</p> <p><b>AGREED</b> that a log should be kept of views, including the reason and outcome, and be reported to the committee annually.</p> 2. <u>Financial Procedures</u> <b>APPROVED</b> the proposed updates to the Financial Procedures. <p>In response to a question on a deleted paragraph in relation to the committee being required to approve a plan for how unbudgeted income of over £5k is spent, it was agreed that in the current climate this is void as any additional income would need to be used to reduce the deficit. Similarly, that being required to agree a course of action if annual variance is projected to exceed 1% of gross expenditure had been superseded by the budget working party.</p>	Update & publish	AC Clerk	Feb '19
		Log	AC	Feb '19

FP 3.10	<p><b>School Development Plan</b> The committee reviewed initial progress on objectives under their oversight:</p> <p><u>SDP 3.3 Develop procedures for middle leaders to become more fiscally accountable:</u> AC reported that budget holders now receive budget monitoring reports, which they should be reviewing monthly. The Curriculum Area Leaders continue to look at budgets weekly and agree expenditure during their weekly meetings. A presentation on school income and expenditure had been given at the INSET day on 7 January 2019. Governors asked whether staff would like more training opportunities on management issues and it was suggested this could be posed in the staff survey.</p> <p><u>SDP 3.5 Increase revenue generated for the school:</u> The budget deficit working group would be looking at this.</p> <p><u>SDP 3.6 Evaluate and improve financial effectiveness of human resource:</u> The budget deficit working group would be looking at this. It was noted that replacing staff with volunteers for the running of after school clubs would be beneficial in allowing staff to concentrate on teaching &amp; learning and CPD.</p>			
FP 3.11	<p><b>Projects Update</b></p> <ol style="list-style-type: none"> <li>1. <u>Workload challenge project</u> JM reported that funding for this project, to have an independent advisor look at workload, should be confirmed soon and the project would start shortly after.</li> <li>2. <u>Mental health project</u> JM reported that a successful combined bid with St Mark's Primary had led to an allocation of funding from Public Health Dorset. Some funds (approx. £1500) would cover the time of the Safeguarding &amp; Welfare Officer, and a further c£15k was available to access support from mental health and youth workers. These funds would be very valuable and everyone involved was very pleased to have secured them.</li> </ol> <p>It was noted that AC will shortly attend a bid writing course as accessing funding through grants needs to be higher priority for the School.</p>			
FP 3.12	<p><b>Senior Leadership Team remuneration</b> [confidential minute]</p>			

FP 3.13	<p><b>Any Other Business</b></p> <p>1. <u>High needs block funding</u></p> <p>With reference to an email received from DCC’s Sufficiency &amp; Funding Team Manager, the committee discussed the funding crisis for special needs provision. JM reported that the same issue had been discussed by the Schools Forum and the Purbeck Education Partnership. It was understood that the County Councillors have been asked to write off £12m of a £13m high need block deficit, on the basis of DCC asking schools to support moving £2.6m from the school block of funding to the high needs block. Through the Schools Forum (maintained schools), schools had said no to this proposal and were now being provided with further information and illustrations of the impact of their budgets for 2019-20. The local authority had appealed to the Secretary of State and if successful all schools will contribute through the proposed funding move. If not successful, there would be discussion with the Schools Forum about cutting budgets. The email had outlined that schools saying no to transfers does not eliminate the problem, but rather means cuts will have to be made in other ways.</p> <p>The proposal is out for a vote by maintained schools and so governors noted that the outcome will be imposed on academies. The view of the governors was that the current proposal, whereby schools would have to share the burden of £2.6m would be a more palatable option than a share of the whole £13m deficit.</p> <p>The committee noted that in previous discussion the governing body has considered whether the School should move towards being a provider of alternative provision. Noting that there is no apparent solution to the shortage of alternative provision places in Dorset, it was suggested that further thought be given to this at a future meeting of the full board.</p> <p>2. <u>Admissions consultation – raising of published admission number (PAN)</u> [Confidential minute]</p>	FGB agenda	Clerk	May ‘19
FP 3.14	<p><b>Confidentiality</b></p> <p>The item relating to SLT remuneration and the discussion on the admissions consultation were confidential.</p>			
	<p><b>Next Meeting</b> 13 March 2019</p>			
	<p>The meeting closed at 12.35pm</p>			