



Enterprise Committee – Minutes

Meeting Date: Thursday 17th June 2021

Meeting Venue: Via Zoom

Meeting Time: 17:15

Governors: Trevor Scott, *(TS)*, Committee Chair
Paul Amos, *(PA)*, Committee Vice Chair
Glyn Freeman, *(GF)*
Julian Mace, *(JM)*, Chair of Governors
Joel Newman, *(JN)*
Ollie Newman *(ON)*
Martyn Ashley Taylor, *(MT)*

Ex officio: Stuart Reeves, *(SRv)*, Head Teacher

Also in attendance: Janice Logan, *(DFA)*, Director of Finance & Administration
James Towner *(AHT-A&C)*

Clerk to Governors: Rif Aslam *(RA)*

Apologies: None received

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Item	Discussion	Action
1.	<p>Welcome and apologies for absence</p> <ul style="list-style-type: none"> Chair welcomed Committee Governors to this Enterprise Committee. Chair welcomed RA to role of Clerk. Chair acknowledged MT's message that he is delayed in traffic. 	
2.	<p>Declarations of Interests</p> <ul style="list-style-type: none"> HT pointed out that 2 Staff members will need to leave meeting for Agenda item 8. There were no other declarations of interest made by Committee Members. 	
3.	<p>Committee Business</p> <ul style="list-style-type: none"> No one had anything specific to raise other than what is on the agenda already. 	
4.	<p>Finance</p> <p>1. Management Accounts</p> <p>DFA stated that accounts need to be refined in terms of forecasting partly because of recent events:</p> <ul style="list-style-type: none"> Water - significant water leak repaired for second time this year so expect an increase. Electricity & Gas - revising contracts for Gas and Electricity will impact forecasts. Staffing – issues impacting HR team which has increased overtime costs. Rise in subject access requests impacting Data Team will potentially lead to additional costs. Estates Dept currently running with vacancy & long term sick. <p>DFA not worried about overall impact on budget because of additional funding we have received.</p> <ul style="list-style-type: none"> Covid Funding - we have not yet received all the funding we're due. ESCC – provided additional income in line with other schools. <p>These funds will fall into Capital. The following will then be taken out of Capital: -</p> <ul style="list-style-type: none"> Security – Primary & Secondary School fencing needs to be reinforced & increased in height for safeguarding. Door and gate need to be a different style and offer higher level of security. CCTV – revise and increase internal & external cameras & add more capacity when needed in future. Minibus replacement. Dining room toilets – Structural Engineers have been in to assess. Work maybe done during Oct half term. Internal Alterations to some offices. <p>Chair thanked DFA for summary and invited committee to comment.</p> <p>Governor questioned issues affecting staffing. DFA stated mixture of health items and anxiety of a personal nature have impacted staff numbers and increased HR hours. HT expressed the view, reflected by HR Manager, that Covid and the isolation experienced has had an impact on staff. HR & Estates teams are currently under a lot of pressure, and we need to explore ways to alleviate this.</p> <p>Chair expressed difficulty in summing income totals on presentation. DFA believes the confusion is because she has shown more detail in some of the lines.</p> <p>Governor stated it's better to get figures from Excel spreadsheet as you can see where the figures are coming from rather than PDF. DFA agreed to providing figures in an Excel spreadsheet format.</p>	DFA

	<p>Chair questioned if there is anything in budget to cover Support Staff cost of living pay scales increase. DFA confirmed there wasn't anything in the forecast. Likely to be £16K.</p> <p>Chair asked how much Water is likely to be an increasing cost. DFA estimated £10-£15K.</p> <p>Chair expressed disquiet that deficit not looking as good with these potential costs to taken off. DFA said that there may be a significant cost we can reclaim from the Exams Board but no figures available yet.</p> <p>Governor asked how often DFA revises budget. DFA says she revises forecast not budget. Done monthly and if there are significant items then advised both HT & Chair.</p> <p>Governor questioned what criteria triggers a revision. DFA advised anything over £10k.</p> <p>Governor requested a more formal basis for triggering revisions. DFA agreed to formalise this in the Finance Regs.</p> <p>Chair asked Governors if they were comfortable with DFA's proposals on Capital Expenditure.</p> <p>Governor expressed concern about cost of replacing minibuses. DFA advised that we will leasing minibuses rather than buying them.</p> <p>Chair welcomed MT to meeting @17:38</p> <p>Chair questioned whether CCTV is value for money for school. DFA stated there had been vandalism issues & unwanted visitors at weekends using outdoor areas. Current CCTV not of sufficient quality for Police. HT echoed need for additional CCTV as it acts as a deterrent.</p> <p>Governor wanted confirmation that leasing minibuses will come out of revenue line and not capital. DFA confirmed.</p> <p>2. Three Year Budget</p> <p>Chair invited DFA to raise any high-level points.</p> <p>DFA pointed out may need to revise lines on Water, Gas and Electricity due to current events. Still awaiting CIF bid outcome which is due any day.</p> <p>Some items have been increased: -</p> <ul style="list-style-type: none"> • Catering – Free School Meals numbers have increased. • Advertising – this is marketing. Increased as Governors considering 6th Form marketing. • IT – Decision needs to be made whether to replace Servers (£70K + ongoing maintenance etc) or Cloud (£23K per year). IT suites, student devises, staff laptops, IT security, user licenses (potentially £10K). • Staffing Costs – Govt decision not to award pay rise next year to teachers. Haven't accounted for a reversal of this decision. <p>General view that Server issue a priority. Chair set up a sub-committee of 3 Governors (MT, JN, PA) to explore 2 options.</p> <p>Governors discussed 3 Year Plan in more detail.</p> <p>Pink Paper</p> <p>DFA to prepare a revised budget forecast in readiness for FGB sign off on 8th July. This is so that DFA complies with ESFA deadline to provide an initial draft forecast in July.</p>	<p>DFA</p> <p>MT/JN/PA</p> <p>DFA</p>
5.	<p>Health & Safety</p> <p>DFA talked about rolling programme since last meeting.</p> <ul style="list-style-type: none"> • Water testing & flushing completed. • Fixed wiring & emergency lighting works will continue during summer. • Legionella checks completed • Asbestos checks competed • Fire Testing. We've had several fire drills and are therefore compliant. 	

	<ul style="list-style-type: none"> Chair thanked DFA for comprehensive report. No questions raised on H&S. 	
6.	<p>Premises DFA covered security, fencing, and toilets in earlier agenda items.</p> <ul style="list-style-type: none"> Car park - Governors sub-committee are looking at this Roof – leak today due to buildup of debris. Flat roofs do crack in severe heat and will need addressing. Estates carry out patch up repairs. Still awaiting CIF Bid outcome <p>Governor queried whether confirmation received that school's contribution is limited to 15%. Chair advised that DFA had confirmed this by email.</p> <p>Chair asked for progress of working party looking at options for Masters House and Oasis. Member of working party advised that they had walked around Masters House & Oasis and discussed options. Agreement that Masters House will take significant sum to upgrade. Consensus was to keep hold of the Oasis as an asset and gain income from it. Quotes for Masters House will be sought & search for ideas to generate income through Oasis. New HT to be included in these plans.</p> <p>Chair asked for timescales. COG to chase up.</p> <p>Chair asked for update at next Enterprise meeting. Masters House & Oasis to be an agenda item under Premises.</p> <p>No further comments on Premises.</p>	COG Clerk
7.	<p>Risk Register HT made some changes to Register.</p> <ul style="list-style-type: none"> Under 1.1 raised risk from 4 to 18 because of change of HT. Careful management of transition arrangements will mitigate risk. Under 3.2 raised to reflect what we've heard from Education Committee about emerging issues re speech, language & behavior post lockdown in Years R & 1. More mental health issues as you go further up school. Under 3.3 dropped rate as we've gone through exams and outcomes likely to be in right place. Under 4.2 raised risk. If Centre Assessed Grade System occurs again next year, we need to find a way of lessening impact on teaching staff. They have had to do their job as well as the job of the Exam Board with no spare time. Under 5.4 raised risk as IT strategy needs to resolve issue of servers. Under 6.4 adjusted risk to reflect demographic of Year Groups. Since time of writing section 5.5 (IT Security) has been added to Risk Register. Recent ransomware attack on school in Kent places all at high risk of attack. <p>HT invited comments.</p> <p>Governor questioned placing change of HT as a risk under 1.1. Yes, it's a strategic risk but it's not a failure of the governing board to diligently undertake their role. It should be a separate risk. HT agreed to create it as a new risk under 1.2.</p> <p>Governor queried whether the higher risk level in 3.4 is a result of behavioral issues post covid in Primary. Generally, student behavior in the school is good. HT advised that higher level is before controls are put in place. Scroll across and Risk level is reduced.</p> <p>Chair recognised risk in ransomware industrywide and need to invest in protection. Chair highlights joint highest risks are Pensions which is out of our control and admission numbers.</p> <p>Chair asked what is being done to mitigate this risk. HT advised that work to increase 6th Form numbers to continue. No issues in Year R. Parent awareness of availability of places in Year 7 needs to be raised. They have a perception that all places will be taken by existing students in Primary. LA needs to be more transparent in how they allocate places so that parents can make informed choices. Our Admissions Lead is proactive in showing new/potential parents around school.</p> <p>Chair requested an update on actions taken to reduce this risk and for this to be itemised on the agenda.</p>	HT HT/Clerk

	<p>Governor noted that this has been a low birth rate year, but we can do things to drive up our numbers. We should be getting our results better so that we are more appealing.</p> <p>Chair acknowledged that PA left meeting at 18:28</p> <p>HT would like to bring forward MFA work. DFA advised current cost is £10K maximum and would regard work as urgent.</p> <p>Chair advised that this is an operational decision and SLT only need to refer to Committee if costs escalate above £10K.</p> <p>Chair advised that we return to Agenda Item 8 (Staffing) at the end of the meeting for ease.</p>	
8.	<p>Staffing</p> <p>DFA and AHT-A&C left the meeting for this item. Chair thanked both for attendance.</p> <p>HT referred to papers and organogram. Involves change of Line Management restructure.</p> <p>Chair noted it was helpful to see the structure.</p> <p>Governor thanked HT for support in transition through to new HT. New HT being included from early stages. Met this morning with HT, new HT & L Young to discuss transition. LY recommended that school best served by an interim HT for the period of SRV's departure in Sept and CB arrival in 10 Dec. Interim HT to run school on Governors behalf for 3 days a week with clearly defined scheme of delegation drawn up by SRV & CB to provide a clear guide to the interim HT. We're not paying CB until 10 Dec and thereafter his salary will be a saving of several K per annum. Day rate for Interim HT with the remaining 2 days covered by AHT-A&C (with a temporary enhanced salary to reflect responsibility) will overall cost less than having a full time HT in place from Sept.</p> <p>Governor questioned whether Employers NIC have been factored in. The Interim HT will fall under IR35 and thus we would be responsible for deducting Employer NIC and their tax liability at source. This therefore will be an additional cost to factor in. COG to explore this & Pensions aspect with HR.</p> <p>HT advised candidate for Interim HT is Sharon Waterman. She is an experienced Principle. In charge of a large Academy in Dartford. Then Executive Director in charge of 2/3 academies. Now runs her own education consultancy business and therefore available for work. LY's colleague in East Sussex knows and rates her highly. CB has worked with her before. HT confident in her ability & feels she will fit into the Team. Start date will be 1 Sept and end on 17 Dec. She's very interested in the role.</p> <p>Chair questioned if 3 days a week the right balance. HT confirmed it was.</p> <p>In view of timescales & the need to secure this candidate, Governors agreed that it is in the remit of this Committee to make a provisional offer asap subject to FGB ratifying the decision.</p> <p>Governors agreed that HR to investigate responsibility uplift for AHT-A&C report cost.</p>	<p>COG</p> <p>HR</p>
9.	<p>Sixth Form</p> <p>Chair of Governors thanked GM for compiling report. Meeting held with marketing company run by Becci Roach to improve 6th Form. Following meeting, a more detailed plan & quote received with individual costings.</p> <p>Recommendations: -</p> <ul style="list-style-type: none"> • Clearer link on website to 6th Form. • Implement social media marketing targeting younger people rather than parents via Instagram & Twitter. Weekly posts to "show off" the 6th Form and thereby the whole school. • Company to set up & run for 1 month and then school to take over. <p>Chair of Governors pointed out that this is an operational issue, however Governors would like to see this taken up by the SLT and see progress on social media aspect.</p> <p>Chair thanked Chair of Governors and also thanked GM for comprehensive report.</p> <p>HT advised that quote seems value for money.</p> <p>Governor emphasised importance of action for future growth of school. Chair concurred.</p> <p>Chair asked for an agenda item for next meeting to update Committee on progress.</p>	<p>HT</p> <p>Clerk</p>

10.	<p>Monitoring HT stated there were none for this meeting.</p>	
11.	<p>SEND Structure Strategy HT commented on Ofsted report today in press and position of funding for SEND countrywide. Referring to his paper he feels key work needs to be done in 2, 3 & 4. ISEND Dept at ESCC coming into school tomorrow to look at Primary. Also need to develop Careers support programme for SEND students. Short term injection of cash suggested at Education Committee but need to explore other avenues of help. We can access some ISEND advice and guidance for free. Longer term there may be a cost around structures and creation of a secondary SENDCO in Sept 2022. Governor asked if the £50k is a one-off cost and is HOP ok with this short term solution. HT confirmed both. Governor questioned whether creation of secondary SENDCO by developing an existing qualified teacher rather than seeking an already experienced SENDCO is right for school of this size. HT advised that we have very experienced SENDCO in post already who would oversee both SENDCOs. They must be fully qualified teachers to apply. Chair asked where the £50k would come from. DFA advised it will be from last year's surplus. Chair asked DFA to show it in the revised 3 Year budget should it be approved. Chair expressed concern that requests made in Education Committee may be perceived as not being met. HT and COG were at that meeting and both recognise struggle and sympathise with staff. Following that meeting a Governor has been going in to monitor situation and seek possible solutions. ISEND and local council avenues provide help which need to be explored. Governors agreed to approve £50K requested in paper.</p>	DFA
12.	<p>Any other urgent business Chair thanked SRv for his valued contribution to this Committee over the years and to the school.</p>	
13.	<p>Confirmation of future meeting dates:</p> <p>FGB DATE</p> <ul style="list-style-type: none"> • Thursday 8th July 2021 	

Chair closed meeting at 19.20