



## Enterprise Committee Meeting - Minutes

**Meeting Date:** Thursday 1st February 2024

**Meeting Venue:** via Teams

**Meeting Time:** 5:15pm

**Governors:** Richard Thornhill, *(RT)*, Chair of Governors & Committee Chair  
Glyn Freeman, *(GF)*  
Jonathan Searle, *(JS)*  
Martyn Ashley Taylor, *(MT)*

**Ex officio:** Craig Bull, *(CBu)*, Executive Head Teacher

**Also in attendance:** Vickie Jenkins, *(HOS)*, Head of Secondary  
Janice Logan, *(DFA)*, Director of Finance & Administration  
Helen Punter-Bruce, *(HOP)*, Head of Primary

**Clerk to Governors:** Rif Aslam *(RA)*

**Apologies:** J Mace *(JM)*

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## Enterprise Committee – Minutes 1<sup>st</sup> February 2024

Item	Discussion	Action
1.	<p><b>Welcome and apologies for absence</b></p> <ul style="list-style-type: none"> <li>Chair welcomed Governors &amp; SLT to meeting.</li> <li>Chair accepted apologies for absence from JM</li> </ul>	
2.	<p><b>Declarations of Interests</b> There were no declarations of interest made.</p>	
3.	<p><b>Minutes of previous Governing Board Meetings</b> Chair confirmed that previous Committee Minutes were signed off at the December FGB Meeting.</p>	
4.	<p><b>Committee Business</b></p> <ul style="list-style-type: none"> <li>Chair welcomed JS to Enterprise Committee and expressed his appreciation to JS for agreeing to move across from the Education Committee.</li> </ul>	
5.	<p><b>HR</b></p> <ul style="list-style-type: none"> <li>Staff Voice / Wellbeing – EHT referred to paper prepared by HR Director which outlined the results from the Staff Pulse Survey. Although moving in the right direction, the numbers who complete the survey each month are low.</li> </ul> <p>MT joined the meeting at 17:20</p> <p>Communication is a consistent theme. Staff have been encouraged to take part in the Survey as it is one of the ways their voice can be heard. Staff are asked to bring their laptops into briefings to give them an opportunity to complete the survey. Regular communications are sent to staff.</p> <p>Areas of development are cycle to work scheme, sport and health and healthcare scheme. Staff have flagged increased workload because of the School Development Plan and Change Management. About to launch a staff newsletter.</p> <p><b>Governor noted</b> that the small number of responses in Staff Survey are not representative as only those with something negative to say have tended to fill out the form. EHT agreed and has let staff know that they need to fill out the survey even if they think things are OK. Data will be more valid the more people respond.</p> <p><b>Governor suggested</b> that staff are surveyed during the Line Management and Performance Management Processes. EHT thought that was a good idea.</p> <p><b>Chair questioned</b> why staff do not fill out the surveys. HOP suspected that the low response last month was due to Christmas but was hopeful of improvement now time has been made available for staff to complete the surveys.</p> <p><b>Chair asked</b> if there was any difference in response rates between Primary and Secondary. HOP advised that it was difficult to say as responses are anonymous.</p> <p><b>Chair remarked</b> that schools often provide time during staff meetings to ensure that surveys are completed. Currently with only 16.6% filling out the survey, it is difficult to know whether the rest are happy or disengaged. Focus needs to be on raising the participation rate.</p> <p><b>Governor observed</b> that if these were student surveys, we would be following up with focus groups, “you said, we did” sessions etc.</p> <p><b>Governor queried</b> whether union reps could play a role in promoting the survey. EHT agreed and advised that both Heads of School are seeking Staff Forums to discuss outcomes from the surveys.</p> <p><b>Chair requested</b> an update on the response rate at the FGB.</p>	<p>EHT</p> <p>EHT</p>

	<ul style="list-style-type: none"> <li>Staffing <b>PINK PAPER</b></li> </ul> <p>EHT shared the sad news of a TA who had passed away after a short illness. Staff and students are being offered support.</p>	
6.	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Management Accounts – DFA referred to paper and highlighted; - <ul style="list-style-type: none"> <li>Staffing – 1-2 elements which will lead to additional costs. Forecasts will be revised once more detail is available.</li> <li>HR Systems – current payroll company causing issues. Seeking an alternative provider with a combined service to provide improved communications for staff. Online portal will remove the necessity of several time consuming manual systems for HR. Extra cost in this financial year relates to notice period needed for current payroll provider. EHT added that lack of service from current provider has negatively impacted staff wellbeing particularly around Universal Credit and Teacher Pension Scheme. Although this change falls within the remit of permitted operational costs, he wanted the Committee to be aware.</li> </ul> </li> </ul> <p><b>Governor noted</b> that items mentioned are a serious fundamental breach of duty by the payroll provider. General agreement by all. EHT advised that he was seeking compensation for colleagues from the company.</p> <p><b>Chair reiterated</b> support of the Committee for EHT’s course of action.</p> <ul style="list-style-type: none"> <li>Hardware Costs – agreed and budgeted prior to recent Strategic Spend Meeting</li> <li>Buildings Maintenance – fixed wire testing under way. May result in remedial work.</li> </ul> <p><b>Governor pointed</b> out typing error in dates column 2923.</p> <p><b>Governor requested</b> breakdown of indirect employee expenses. DFA explained that all items can be expanded to offer explanations and will send that across to governor.</p> <p><b>Governor asked</b> for inclusion of compliance of Single Central Register (SCR) as an agenda item for FGB. EHT assured that he conducted a recent check of SCR and it was compliant. Item will be added to the agenda. In view of MB’s resignation, a new Safeguarding Lead Governor needs to be appointed.</p> <ul style="list-style-type: none"> <li>General Finance Update – Chair explained that he, EHT and DFA recently met to discuss Strategic Spend. We have a balanced budget. Auditors gave us a clean bill of health. Purpose of a surplus is to support emergency expenditure. He does not foresee a risk to revenue from government. Admissions is an improving position. Therefore, the Strategic Intend is to invest a majority of the surplus back into the school to support its efforts to improve. Elements of focus are professional development of staff and development of middle leadership to improve Teaching &amp; Learning. Seek to increase capacity of school to conduct in house CPD and support SLT in developing middle leadership and lower leadership of school. Proposing to spend 25-30% of surplus on both external and internal resources on CPD. School Development Plan is ambitious but does require funding to make it real. Chair put forward proposal to spend 75% of reserve on school and retain 25% as surplus and invest.</li> </ul> <p><b>Governor urged</b> for 50% to be spent on improving infrastructure of school. Real estate structure available in school should be an asset utilised.</p> <p><b>Governor agreed</b> with retaining 25% reserve and the rest reinvested back into school.</p> <p><b>Governor expressed</b> interest in hearing EHT’s thoughts on what the school needs and what the benefits are.</p> <p><b>Governor echoed</b> agreement with percentage of reserve to be retained and proposal to invest in CPD.</p> <p><b>Governor asked</b> how long it has taken to accrue reserve. DFA gave a brief history of financial position of school over the last few years.</p>	<p>DFA Clerk/EHT Chair</p>

	<p><b>Governors offered consensus</b> around priority to spend on Teaching &amp; Learning to drive improvement of school. Agreement also that infrastructure needs to be looked at. EHT accepted that learning environment is important. HOP &amp; HOS added that they are exploring ideas around what staff require to improve the learning experience for our students.</p> <p><b>Chair reiterated</b> need to focus on professional development to enable staff to be the best that they can be.</p> <p><b>Chair supported</b> EHT's view that the improvement of the learning environment is important and that may involve infrastructure investment to support it.</p> <p><b>Governors approved</b> in principle the proportion of the spending with more detail to be provided at FGB about how it will be spent.</p>	EHT/Chair
7.	<p><b>Health &amp; Safety</b></p> <ul style="list-style-type: none"> <li>Update - Lead Governor H&amp;S stated that he carried out an inspection before Christmas and will follow with another in a month. He also praised DFA for her work on this.</li> </ul> <p><b>Governor queried</b> whether report on atrium lift is awaited or been done already. DFA advised that this may be a typing error and the report has been done. DFA will double check.</p>	DFA
8.	<p><b>IT</b></p> <ul style="list-style-type: none"> <li>Update - DFA explained that new contract is underway. Handover over Christmas went well. Issue with Apprentice leaving but new one has been appointed. Both DFA and EHT have noted a significant improvement. Work has already commenced on standardisation of ways of working across school.</li> </ul> <p><b>Governor asked</b> as an aside how the Catering Contract is going. DFA explained that contractor is recruiting a new chef after the resignation of the current one. DFA has raised several issues with them around their service and these have been addressed. 6<sup>th</sup> Form Café was closed due to lower student numbers but this has been reopened for staff. DFA did not feel that they are fully meeting their KPIs.</p> <p><b>Governor offered</b> his help with contract and the KPI's. DFA welcomed offer.</p>	DFA/GF
9.	<p><b>Premises</b></p> <ul style="list-style-type: none"> <li>CIF Update – EHT advised of ongoing problem with new Heat Source Pump which failed in December. Since then, a temporary boiler has been in place. This will be removed in February half term and the Heat Source Pump reinstated.</li> </ul> <p><b>Governor offered</b> his help with contract. EHT welcomed assistance.</p>	EHT/GF
10.	<p><b>Risk Register</b></p> <p>Chair noted red flag areas on Teaching Standards and Pensions and invited EHT to comment on those and any others. EHT highlighted 3 areas of movement.</p> <ul style="list-style-type: none"> <li>3.3 around Teaching &amp; Learning improved from 25 to 20 reflecting significant work around CPD, monitoring, evaluation, and projection for current Year 11. This should be shown as amber rather than red.</li> <li>5.1 around Building Maintenance changed from green to amber because of the Heat Source Pump issues mentioned earlier.</li> <li>6.4 around GAG Funding change from amber to green as we do not perceive a risk this year given our admission numbers.</li> </ul> <p><b>Chair questioned</b> what the issue was with Pensions. DFA explained that it is about risk of a deficit in pension funding affecting all schools but ultimately the government have to address this.</p> <p><b>Governor suggested</b> discussions take place with IT provider about digital learning strategies which might feed into CPD learning environment improvement. Also, for them to consider any future</p>	

	recruitment to include a digital learning background. Both EHT and DFA advised that digital learning forms part of their contract.	
11.	<p><b>Any other urgent business</b></p> <ul style="list-style-type: none"> <li>• Chair thanked JS for his contribution in his first Enterprise Committee.</li> <li>• Chair advised that he would update GF with views on allocating funds prior to FGB.</li> <li>• EHT thanked governors for their support and agreement to invest to enable delivery of SDP.</li> <li>• EHT welcomed JS and his contribution to the Committee and requested a meeting at his convenience to explore future revenue streams. JS agreed.</li> <li>• Governor commended the school's social media content of late. EHT will pass on thanks to his colleagues.</li> </ul>	<p>Chair</p> <p>EHT/DFA</p> <p>EHT</p>
12.	<p><b>Confirmation of future Governor Meeting Dates for 2023/2024</b></p> <p><b>FULL GOVERNING BOARD:</b> 14<sup>th</sup> March 2024 4<sup>th</sup> July 2024</p> <p><b>EDUCATION COMMITTEE:</b> 16<sup>th</sup> May 2024</p> <p><b>ENTERPRISE COMMITTEE:</b> 13<sup>th</sup> June 2024</p>	
	<p><b>Meeting Closed</b> Chair thanked SLT and governors. Chair closed the meeting at 18:54 hrs.</p>	