

**Minutes of the Finance, Premises and Human  
Resources committee meeting of The TBAP  
Trust held at The Bridge AP Academy on  
Tuesday 23<sup>rd</sup> September 2014**

**PRESENT:** Mr Paul Dix (Chair), Mr Seamus Oates (Executive Headteacher); Ms Anu Jain.

**In attendance:** Mr Nathan Crawley-Lyons, Head of Business Development and Operations,  
Ms Deepa Martin, Finance Consultant  
Miss Carol Stock, clerk

**1. APOLOGIES**

Mr Philip Rham and Ms Marie Thomas were absent.

**2. PECUNIARY AND CONFLICT OF INTEREST DECLARATION**

There were none declared.

**3. MINUTES OF MEETING HELD ON 10<sup>th</sup> JUNE 2014 AND MATTERS ARISING**

3.1 The minutes (including Confidential) of the Finance committee meeting held on 10<sup>th</sup> June 2014 were agreed as accurate; two copies were signed by the Chair.

**4. MATTERS ARISING**

4.1 Item 4.3 Amey maintenance contract Mr Crawley-Lyons reported that a one year contract had now been agreed; this included H&S compliance elements across all sites and contracts at Octagon and Latimer. This would be reviewed in time for renewal next year. **(Status: Completed)**

4.2 Item 4.5 Cleaning Contract review Mr Crawley-Lyons reported that this had also been negotiated at a reduced amount and agreed for one year. **(Status: Completed)**

4.3 Mr Crawley-Lyons confirmed that the company paid London Living Wage; the committee agreed this was non-negotiable for all third party providers.

4.4 Item 4.6 Asbestos Mr Crawley-Lyons reminded the committee that the Local Authority (LA) had reviewed the asbestos register at The Bridge last July and explained that the LA representative would be visiting tomorrow to formally hand over the report. **(Action: NCL)**

4.5 Item 5.1. Pupil Premium - Courtyard The Committee was reminded that at the previous meeting Pupil Premium income for The Courtyard was zero. Ms Deepa Martin explained that this was due to the LA as the DfE had no data.

4.6 Mr Seamus Oates reported that he was aware of a number of eligible pupils at The Courtyard. It was agreed that Mr Crawley-Lyons would follow this up **(Action: NCL)**

4.7 Item 5.2 Insurance Ms Deepa Martin confirmed the reimbursement claim had been submitted; The Trust would apply to be part of the EfA organised pool as at April 2015.

- 4.8 Item 5.6 Costing different supply models Mr Crawley-Lyons tabled costing models for supply staff v employment. Overall, in terms of long term sickness, it was more cost efficient to use agency staff instead of over-staffing. In terms of individual days, agency staff were more expensive as opposed to employing one person across the Trust.
- 4.9 Mr Seamus Oates explained that in terms of individual absence, having agency cover was not only more expensive, it was not very effective. Having someone who was familiar with the Trust produced the best results for students.
- 4.10 The committee discussed developing supply staff at the Trust and then deploying across other alternative provision institutions as needed as well as using existing expertise of CSS individual tutors.
- 4.11 Mr Crawley-Lyons explained that the overall figures were difficult to source. Currently cover was sourced locally with Beachcroft and Latimer using higher than the Trust average day cover with the Bridge usually using internal cover. Latimer agency use had efficiencies in that the same cover was generally deployed meaning that student became familiar with them and vice versa.
- 4.12 Mr Crawley-Lyons proposed more analysis; with confirmation on how much cover Beachcroft/Latimer/Octagon used and how much was needed. **(Action: NCL, Ongoing)**
- 4.13 Mr Seamus Oates explained that staff were expected to notify SLT of their absence by 7.30am at the latest. Papers were due to go to SLT at each school outlining cover expectations with early absence notification to be enforced. This would feed into Mr Crawley-Lyon's analysis.
- 4.14 Item 5.16 Confirm Devolved Capita Funding The committee was reminded that in June Ms Deepa Martin had reported devolved capital at The Bridge as £23.8k and The Courtyard as £4.2k. There had been no notifications re the other APs but all were expected to receive something for 2014. Follow up from the EfA had resulted in no response from the capital team. It was agreed that Mr Crawley-Lyons would ask Dave McNamara **(Action: NCL)**
- 4.15 Item 5.16 Confirm School for Choices Funding Ms Deepa Martin confirmed that the funding not been allocated (apart from £4k) and continued to be carried forward. **(Status: Completed)**
- 4.16 Item 8.10 Pensions Clarity (Risk E7) Mr Nathan Crawley-Lyons reported that Ms Moira Aller was still pursuing this; this would be completed by close of accounts. **(Action: Ongoing)**
- 4.17 Item 9.9 CSS Reorganisation Consultation Mr Seamus Oates reported this was completed. Ms Ruth Brown was now head of Commissioning and School Support and Ms Janet packer was now Head of School at the Courtyard. Ms Brown would be looking at the structure of the school support and intervention teams. **(Action: Completed)**

## 5. 2014-15 BUDGET APPROVAL UPDATE

- 5.1 The committee was reminded that at the July meeting of the Executive Board (EB), the budget had not been ready for approval. The EB had therefore delegated approval to the Finance committee and Chair of Directors as appropriate in order to submit the budget by the July 31<sup>st</sup> deadline.
- 5.2 The 2014-15 TBAP Budget Forecast as had been submitted to the EfA had been sent with the agenda.
- 5.3 Mr Nathan Crawley-Lyons reported that the budget planners for each school were currently being finalised. The figures for all schools had been consolidated into the Trust as far as possible with the exception of Beachcroft/Latimer/Octagon (different timeframe).

- 5.4 Mr Nathan Crawley-Lyons took the committee through as follows:
- 5.5 Any surplus from the schools was included in The Bridge as other income/other.
- 5.6 The committee clarified that pay increments had been included in the budget but bonuses had not. Any bonuses would come from carry forward.
- 5.7 The Trust had set a balanced budget but had begun from a position of zero reserves; the committee agreed that building up reserves would need to inform future financial decision making.
- 5.8 The committee noted forecasted income and heard that managed move income and 6 day provision was not guaranteed.
- 5.9 Currently there was no forecasted income for managed moves for the Octagon however Mr Crawley-Lyons was confident that Haringey schools would buy into the 6-day plus rolling programme as 7 out of 12 had already signed up.
- 5.10 Given the 45 permanent exclusions last year in Haringey, the council was actively promoting the managed move service. After one full year, the Trust would be in a better position to predict income from the Octagon.
- 5.11 The committee noted the following carry forward forecasts: Latimer £98k, Beachcroft £40k, Octagon £15k.
- 5.12 Mr Seamus Oates explained that the heads of school were exercising more autonomy in managing their own budget.
- 5.13 Mr Nathan Crawley-Lyons explained that he was in the process of converting this document into a budget planner which would go forward the EB. The committee noted that the budget had been reviewed by Deloitte before being submitted to the EfA.
- 5.14 The committee noted the budget had been approved via Chairs' action prior to 31<sup>st</sup> July and **agreed to recommend retrospective approval** to the EB at its meeting on 7<sup>th</sup> October.

## 6. 2013-14 BUDGET REPORTING

- 6.1 The 2013-14 Budget report for period 11 (Sept-Jul) had been sent with the agenda.
- 6.2 The committee noted the end of year balance of £51,379 which was lower than the July prediction of £107k and due in main to a staffing overspend.
- 6.3 The committee scrutinised the year end balances noting underspends, overspends and the reasons and confirmed that the 2014-15 budget had been adjusted accordingly.
- 6.4 The committee heard that there were still a number of holiday invoices to process and currently there was a projected shortfall of £94k (down from £119k).
- 6.5 Ms Deepa Martin explained that there was a risk to the final closing balance in that over the summer holidays there had been a catastrophic system failure (SIMS) compounded by a backup fail resulting in a loss of 19 data days. Invoice payments were currently being checked and reprocessed as necessary.

### Questions

- 6.6 Page 10 – Managed Moves Income – Latimer. Mr Crawley-Lyons explained that there was no information on the actuals available. This had been challenged by Deloitte and Mr Crawley-Lyons confirmed that all referrals to TBAP had been matched with income.
- 6.7 The committee discussed the risk for managed moves income vs funding arrangements and heard that transparency existed in terms of the high needs block so that all schools could challenge. Haringey LA had requested a funding model based on a per pupil cost which had been rejected by TBAP.

## 7. EXPENSE CLAIMS (June-AUGUST)

- 7.1 The expenses and petty cash reimbursements for the period June - August 2014 was tabled and was noted by the committee.
- 7.2 The committee noted that a designated staff member was responsible for quality control and had also been collection data relating to staff travel across the year.
- 7.3 The travel expenses form was now available on-line.

## 8. FINACIAL MANAGEMENT AND GOVERNANCE SELF-ASSESSMENT (FMGSA)

- 8.1 The FMGSA as at March 2014 had been sent with the agenda.
- 8.2 Mr Nathan Crawley-Lyons explained that the Trust was required to demonstrate the robustness of it systems for each new school as it joined the Trust.
- 8.3 The committee noted the three copies each pertaining to Latimer/Beachcroft/Octagon but overall referring to the financial oversight of the Trust. All questions were answered in the affirmative.
- 8.4 The committee **agreed** that Mr Crawley-Lyons would send the questionnaires to the EfA as seen.

## 9. INTERNAL AND EXTERNAL AUDITS UPDATE

- 9.1 The committee heard that the external audit was due in the week commencing 20<sup>th</sup> October; a pre audit had already been completed. Audited accounts would be produced after the audit and Tracey Young would attend the next committee meeting to deliver the draft report.
- 9.2 The audited accounts were required to be submitted by 1<sup>st</sup> December. It was **agreed** that Directors at the next EB meeting would be asked to delegate approval of the accounts to the finance committee in order to meet the deadline. **(Action: NCL)**

## 10. RISK REGISTER

- 10.1 The risk register had been sent with the agenda.
- 10.2 The committee scrutinised the report and agreed to review and consider additional risks in relation to injuries due to physical restraints and injury to staff and students.
- 10.3 It was agreed that Mr Crawley-Lyons would review each risk with the risk holder **(Action: NCL)** and that Mr Seamus Oates would take the register to the senior leadership team for review **(Action: SO)**

## 11. HARMONISATION (T&C)

Mr Crawley-Lyons reported that the process was in its 2 final stages: currently reporting back to staff members individually re how the changes affect them (2 week process) to be followed by the reissue of contracts to all staff (backdated to 1<sup>st</sup> September).

## 12. POLICY APPROVAL

### **Disclosure and Barring Employment Checks Policy**

- 12.1 The DBS Checks Policy had been sent with the agenda.
- 12.2 The committee heard that the system now allowed staff to manage the checks themselves on-line. Checks were always current being continually updated.
- 12.3 The committee **agreed to approve** the DBS Checks policy.

### **Expenses, Travel and Subsistence Policy**

- 12.4 The Expenses, Travel and Subsistence policy had been sent with the agenda.

- 12.5 The committee heard that with staff increasingly moving across sites the expectation was that public transport should be used in the first instance.
- 12.6 The committee **agreed to approve** the Expenses, Travel and Subsistence policy.
- Support Staff and Teachers' Pay Policy 2014-15**
- 12.7 The Support Staff and Teachers' Pay Policy had been sent with the agenda.
- 12.8 The committee heard that TLRs were now in ranges that responded to the Trust's differing requirements.
- 12.9 The committee **agreed to recommend approval** of the Support Staff and Teachers' Pay policy 2014-15 to the Executive Board.

#### **Flexi Time Policy**

- 12.10 The Flexi Time policy was tabled.
- 12.11 The committee noted that the Trust's original position had been that there was no allowed flexi time however there had been tensions as to how staff working under differing contracts worked. That is full time vs term time only (TTO).
- 12.12 Full time staff were now able to record with the agreement of their line manager any additional work and accrue time up to 24 hours within a term. Staff were encouraged to use any additional time during holiday periods.
- 12.13 Currently TTO contracts varied from 39 to 42 weeks. A review process was underway across the Trust to harmonise the TTO number of weeks across the schools and to ensure that all staff were able to attend twilight sessions.
- 12.14 The committee **agreed to approve** the Flexi Time policy.

### **13. THRESHOLD AND STAFF PERFORMANCE MANAGEMENT RECOMMENDATIONS**

- 13.1 The TBAP report on Performance Management and pay Recommendations 2013-14 was tabled.
- 13.2 Mr Seamus Oates reported that most review meetings were now complete and recorded on Bluewave Swift.
- 13.3 The committee agreed that the Executive Headteacher's performance review meeting would be arranged outside of this meeting with Mr Paul Dix and an external adviser. It was also agreed to ask Ms Alexia Fetherstonhaugh to join the panel.
- 13.4 **See confidential section.**
- 13.5 The committee noted the CPD report and the examples of refused requests and heard that opportunities were identified during performance management reviews.
- 13.6 The committee also noted that the application of the performance management and CPD policy showed no impact on established discrimination categories

### **14. BONUS VALUES**

- 14.1 See Confidential.

### **15. TBAP ADMIN RESTRUCTURE**

It was agreed to take this item to the EB meeting on 7<sup>th</sup> October.

### **16. AOB**

There was no urgent business.

### **17. DATE OF NEXT MEETING**

- 17.1 The next committee meeting was scheduled for Tuesday 25<sup>th</sup> November at 5.00pm.

The meeting ended at 19.30

**SUMMARY OF AGREED ACTIONS**

<b>Item 4.4</b>	Asbestos	<b>NCL</b>	
<b>Item 4.6</b>	Courtyard PP clarification		<b>NCL</b>
<b>Item 4.12</b>	Cost different supply models, ongoing		<b>NCL</b>
<b>Item 4.14</b>	Confirm Devolved Capital funding - ongoing		<b>NCL</b>
<b>Item 4.16</b>	Pensions Clarity ( <i>Risk E7</i> ) - Ongoing		<b>NCL</b>
<b>Item 10.3</b>	Review risk register with owner		<b>NCL</b>
	SLT to review risk register		<b>SO</b>

Signed..... Date.....  
Chair of committee

**Confidential Minutes of the Finance, Premises  
and Human Resources committee meeting of  
The TBAP Trust held at The Bridge Academy on  
Tuesday 23<sup>rd</sup> September 2014**

**PRESENT:** Mr Paul Dix (Chair), Mr Seamus Oates (Executive Headteacher); Ms Anu Jain.

**In attendance:** Mr Nathan Crawley-Lyons, Head of Business Development and Operations,  
Ms Deepa Martin, Finance Consultant  
Miss Carol Stock, clerk

**18. THRESHOLD AND STAFF PERFORMANCE MANAGEMENT RECOMMENDATIONS**

- 18.1 The committee heard that there had been 3 threshold applications of which 2 were recommended for approval and one denied. The head of school would meet with the individual concerned to feed back.
- 18.2 There had been one application that had missed the deadline and asked for the opportunity to apply retrospectively; this had been denied.
- 18.3 The committee discussed the recommendations for threshold and pay recommendations and noted the performance management process was robust and had been fully followed.
- 18.4 The committee **agreed to approve** the recommended threshold progressions and staff payments as recommended.

**19. BONUS VALUES**

- 19.1 The recommended bonus values were tabled.
- 19.2 Mr Seamus Oates asked the committee to consider his recommendation that the bonus option be implemented a year early for suggested staff members.
- 19.3 The committee discussed the options which included payments of 1%-3% and flat bonuses ranging from £500 to £1000 and noted the overall costs.
- 19.4 The committee agreed that TBAP was committed to rewarding outstanding staff but also noted the limited budget surplus. The committee noted that without its staff member it was not quorate and **agreed** that the EB would be asked to consider its recommendation (made as an inquorate committee) to consider paying a flat £750 rate of bonus one year early.

**20. AOB**

- 20.1 Mr Nathan Crawley-Lyons reported that a staff member was currently disputing the award of a TLR claiming that they should have received 2 TLRs. Mr Crawley-Lyons had explained that this was impossible and was not in line with the Pay Terms and Conditions but the staff member was still requesting this be considered.

- 20.2 The committee again noted that it was not technically quorate as Ms Anu Jain was a staff member and could not look at the details of the case. Mr Paul Dix therefore took chair's action and agreed that this was not possible, asking Mr Crawley-Lyons to convey his decision to the staff member.
- 20.3 Mr Crawley-Lyons notified the committee that a member of staff was on long term sickness. The relevant union had been in contact to request a settlement, amounting to net salary for one term in return for the staff member's resignation. The committee authorised Mr Crawley-Lyons to negotiate on behalf of the Trust.

#### **CONFIDENTIAL ITEMS TO BE TAKEN TO EB MEETING ON 7<sup>th</sup> OCTOBER**

- Item 19.4** EB would be asked to consider its recommendation (made as an inquorate committee) to consider paying a flat £750 rate of bonus one year early.