

**Minutes of the Finance, Premises and Human  
Resources committee meeting of The TBAP  
Trust held at The Bridge AP Academy on  
Tuesday 10<sup>th</sup> June 2014**

**PRESENT:** Mr Paul Dix (Chair), Mr Seamus Oates (Executive Headteacher); Ms Dawn McLean;  
Mr Philip Rham; Ms Marie Thomas.

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

**1. APOLOGIES**

There were no apologies.

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

There were none declared.

**3. MINUTES OF MEETING HELD ON 18<sup>th</sup> MARCH 2014 AND MATTERS ARISING**

3.1 The minutes (including Confidential) of the Finance committee meeting held on 18<sup>th</sup> March 2014 were agreed as accurate; two copies were signed by the Chair.

**4. MATTERS ARISING**

- 4.1 Item 4.10 Clarifying Overspend Ms Deepa Martin reported that she had now aligned all expenditures with the correct budgets. **(Status: Completed)**
- 4.2 Item 7.2 Confirm Fire Risk Compliance Mr Nathan Crawley-Lyons reminded the committee that there had been concerns re compliance after separate reports had been commissioned however he could now report full compliance. **(Completed)**
- 4.3 Item 7.3 Amey maintenance contract Mr Crawley-Lyons reported that this was still under discussion with the current contract due to end at the end of June. There were a number of alternatives, among them using 3BM as a provider for the maintenance contract and Amey for compliance with other suppliers used for reactive support. The committee heard that the costs would be similar as with signing up to the one provider. **(Status: Ongoing, Action: NCL)**
- 4.4 Item 7.4 Cleaning Contract review Mr Crawley-Lyons reported that the review process was ongoing and it was most likely that the contract would be rolled over for one more year for the Latimer site with discussions underway with Amey for the Beachcroft, Childerley and Bridge sites.
- 4.5 The committee heard that the existing providers were negotiating a higher price and Mr Crawley-Lyons, after having consulted with StoneKing re the legalities was exploring in-house options. **(Status: Ongoing, Action: NCL)**
- 4.6 Item 7.5 Asbestos Mr Crawley-Lyons reported that H&F had completed the asbestos survey last year and a new one had been commissioned for May; the report was due imminently. **(Status: Ongoing, Action: NCL)**

- 4.7 Item 7.7 Amend Induction Documentation re damages Mr Seamus Oates reported this had been done. **(Status: Completed)**
- 4.8 Item 7.8 Roof repair/responsibility clarification Mr Crawley-Lyons reported that this was still ongoing but would be picked in the conditions discussions on new building. **(Status: Completed)**
- 4.9 Item 9.9 HR Support Package Mr Seamus Oates reported that Mr Philip Rham had passed on the details of a HR provider and this would be used when considering new HR systems. **(Action: NCL, SO)**

## 5. BUDGET MONITORING AND REPORTING

- 5.1 The notes for the Period 9 Budget Monitoring report had been sent with the agenda and the Budget Monitoring report was tabled. The committee noted that the report showed individual academies as well as the entire Trust. Ms Deepa Martin took the committee through as follows:
  - 5.2 The projected carry forward including all sites was currently £106,586. Risks included a backlog of invoices for agency staff, particularly at the Octagon AP. Where information was not available, Ms Martin had used previous years' spending as a guide. Ms Martin hoped to clarify all expenditure by the next meeting **(Action: DMa)**
  - 5.3 Ms Martin reported that the predicted outturn with commitments (not including the Octagon AP) was £580k.
  - 5.4 Ms Martin explained that the budget had been set with the best information available at the time and the overspend for teaching staff and the underspend for support staff would change once the correct virements were made **(Action: DMa)**. The net effect was a £14k overspend. Mr Oates reported that a clearer picture would be available as at September with each school having its own budget code as well as the Trust.
  - 5.5 The committee queried the overall overspend for staff and heard this was mainly due to agency costs but with the Trust currently recruiting for permanent positions, this was expected to be reduced.
  - 5.6 The committee discussed managing its own pool of supply staff therefore saving on agency costs or deliberately overstaffing to cover sickness, new vacancy requirements and new students requirements. Mr Crawley-Lyons agreed to cost different models for the next meeting **(Action: NCL)**
  - 5.7 The committee noted that the projections did not include any appointments made for after May.
  - 5.8 Ms Martin drew attention to Commitment column (in green) which assumed everything to be fully spent. The committee heard that there was scope for underspends.
  - 5.9 Mr Crawley-Lyons explained that it had been difficult to measure the budgets for the 3 new schools/academies and discussions were in progress to agree spending patterns as at September, this was a risk.
  - 5.10 Mr Oates drew attention to savings made through recent admin restructuring and streamlining.
  - 5.11 The committee agreed that separating the expenditure and income for individual academies was helpful.
- Cashflow**
- 5.12 The TBAP Trust Cashflow Monthly Profile report was tabled using bank statements from 31<sup>st</sup> March.
  - 5.13 The committee heard the report would be used for the August payroll run and showed a small deficit with the next top-up payment due in August. The committee

agreed that with the payroll now much larger it was necessary to monitor cash flow very closely. Ms Martin explained that the bank position was scrutinised weekly.

5.14 The committee heard that the indicative Pupil Premium amounts for the AP Academies was as follows:

- Bridge £106k
- Courtyard 0
- Beechcroft £34k
- Latimer £12k
- Octagon £49k

5.15 Mr Oates explained that the data for the Courtyard was available and would be separated from the Bridge figures.

5.16 The current contingency figure was £197k. Mr Oates drew attention to Schools for Choices funding received 2 years ago (£50k) and queried if this had been rolled forward or used. Ms Deepa Martin agreed to confirm (**Action: DMa**) as well as this year's Devolved Capital funding (**Action: DMA**)

5.17 The committee queried how overspends were authorised and heard that the budget holder had first sight, after which Mr Crawley-Lyons and/or Ms Moira Aller would need to confirm any order going over budget with Mr Oates as the Accounting Officer taking eventual responsibility.

#### **Income**

5.18 The committee noted the income report beginning on pages 21 and heard that guestimates had been used where necessary (where no figures were available) for the new sites.

5.19 Ms Martin agreed to revisit the Not School projection for next year's budget.

#### **Insurance**

*Mr Seamus Oates left the meeting*

5.20 Ms Martin explained that insurance had not been included on any projections. The committee was reminded that 3 suppliers had been approached with 2 declining to quote leaving Zurich's quote of £137k; this equated to approximately £400-600 per pupil. The Trust had signed to the Zurich policy for the interim period 1/4/2014-31/3/2015 until the EFA backed pooling scheme at £25 per pupil became available.

5.21 The Trust had engaged a broker who continued to review the offers available and make recommendations.

### **6. EXPENSE CLAIMS (APR-MAY)**

6.1 The petty cash reimbursements for the period April – May 2014 was tabled and was noted by the committee.

6.2 The committee noted the reduced cash reimbursements as a result of the introduction of new school credit cards and heard steps were being taken to further lower the amounts.

*Mr Seamus Oates returned to the meeting*

### **7. H&S / BUILDINGS REPORT**

7.1 Mr Nathan Crawley-Lyons reported that there were no Health & Safety issues to report.

7.2 A briefing on EFA Funded Building programmes was tabled. Mr Nathan Crawley-Lyons took the committee through the 2 capital bidding options available to the Trust: Priority School Building Programme 2 (PSBP2) and the Academies Capital Maintenance Fund (ACMF)

- 7.3 The current second round for the ACMF was due to close on 21<sup>st</sup> July and was aimed at new academies, i.e. Latimer, Beachcroft and the Octagon.
- 7.4 The PSBP2 deadline was 18<sup>th</sup> July and aimed at schools in serious and urgent need of repair. Current plans included looking to see if a Latimer bid was viable. Mr Oates explained that current thinking included a Bi-Borough Pupil Referral Unit (PRU) bringing Latimer and The Bridge to a single site.
- 7.5 The committee heard that over the previous years several options had been considered and this was why the sites in question had been handed to the Trust with a 7 year lease. The 2 current LAs were keen to facilitate a move.
- 7.6 The advantages of using The Bridge site were that most students were here already, as were resources however transport was an issue. Latimer, whilst it was close to good transport links, was not considered as safe.
- 7.7 The proposal was for K&C to provide capital investment through the sale of the Latimer site. Given recent local changes it was proposed that H&F representatives would be invited in an effort to continue the process.
- 7.8 It was agreed to bid for PSPB2 funding and seek additional sources of capital; options included Ministry of Justice involvement and a Free School Sixth Form
- 7.9 The committee heard that high level planning was underway and should be ready by the end of next week but regardless of how the project moved forward, the Latimer site would need interim work to address urgent issues.

## 8. RISK REGISTER REVIEW

- 8.1 The TBAP Risk Register was tabled. Ms Deepa Martin explained that she had reviewed the document and add a column ranking the likelihood of occurrence. The committee reviewed the high (red) and medium (orange) risk items as follows:
- 8.2 Risk A2 Board lacks relevant skills – The committee heard that finance training had been offered via Hayesmacintyre with no take-up.
- 8.3 Risk B3 Buildings not usable – Ms Martin explained that the LA had originally been engaged to produce a disaster recovery plan but did not have the capacity. It was agreed that Mr Crawley-Lyons would brief Daniel Halstead and source a provider **(Action: NCL)**
- 8.4 Risk D3 Health & Safety issues – Mr Crawley-Lyons reported that since the last meeting Daniel Halsted had been seconded to take this (and other things) up. **(Action: NCL, DH)**
- 8.5 Risk D8 Financial control lost – A procurement policy would be in place by September **(Action: NCL, DH)**
- 8.6 Risk D9 Too Dependent on one supplier – Mr Crawley-Lyons reported that a contract register was currently compiled covering all schools in the Trust. In the next 6 months the Trust would be going out to market on a number of services to ensure best value through a network of local and Trust wide preferred suppliers.
- 8.7 It was agreed to alter Risk D7 – entering into a contract with onerous terms – to Red.
- 8.8 Risk D17 Maintenance of premises inadequate – This was due to be in place by September **(Action: DH, NCL)**
- 8.9 Risks E2 through E6 – these had been allocated amber priority because finance systems and processes were currently under review **(Action: NCL, DMA)**
- 8.10 Risk E7 Pension commitments increase beyond plan – Mr Crawley-Lyons was currently taking this forward with StoneKing; this was related to lack of clarity with regard to Haringay in terms of how it would fit into H&F pension payments etc. **(Action: NCL)**

- 8.11 Risk F3 Copyright Licence – Ms Martin explained that there was no documentation.
- 8.12 Risk F9 Planning and Building regs – Mr Crawley explained that the risk here was low because of the short leases.

## 9. STAFFING (HR)

- 9.1 The HR report was tabled.
- 9.2 The committee noted the new starters for The Octagon and The Bridge and the leavers for Beachcroft and The Courtyard.
- 9.3 The committee discussed teacher pay scales in relation to inner London scales and agreed that as schools joined the Trust a policy would need to define which locations would receive the scale. **(Action: NCL)**

### **Reorganisation of the CSS Team**

- 9.4 A briefing was tabled. Mr Seamus Oates explained that Mr George Crosbie would be retiring at the end of this academic year and this presented the Trust with the opportunity to restructure the service in a more efficient way.
- 9.5 The proposal was to delete 3 management positions and create 2 new TBAP leadership positions, creating a Head of School for The Courtyard and a separate Head of Commissioning and Intervention with a net increase of 1 TBAP leadership position.
- 9.6 The committee was taken through the proposal and heard that affected staff had been consulted.
- 9.7 The committee discussed the CSS service and agreed that the cost of the service continued to outstrip local authority funding. Mr Crawley-Lyons explained that local authorities were currently reviewing the high needs block and it was unlikely they would provide more funding. Currently the service provided 45 interventions per year with a running cost of £355k of which £180k was LA funded.
- 9.8 Separating the roles would help to clarify service costs.
- 9.9 The committee **agreed** to consult (for 30 days) on the proposed restructure.

### **New Terms and Conditions Consultation** *matter arising item 9.8*

- 9.10 The TBAP Terms and Conditions Harmonisation Consultation Questions and Answers briefing was tabled.
- 9.11 The committee was reminded that the consultation of all staff had begun on 19<sup>th</sup> May with Mr Seamus Oates presenting to all sites via a web link. Mr Crawley-Lyons reported that very little feedback had been received from individual staff members with head of school feedback generally positive. Unions had taken issue with not being directly consulted but individual staff members had been given the opportunity to engage their union rep (on advice from StoneKing). Mr Crawley-Lyons was due to meet with the NUT in Haringey next Monday and was in ongoing discussions with Unison.

*Ms Dawn McLean left the meeting*

- 9.12 The committee noted that the decision had been taken to take the facilities agreement out of the scope of this consultation with a draft agreement to go out to unions in the autumn term.

*Ms Dawn McLean returned to the meeting*

- 9.13 The committee agreed that all staff would be given the opportunity to comment and heard that the Q&As were due to be released today with drop in sessions provided and once the consultation was closed, each staff member would meet with their line manager to discuss the implications on a one to one basis.

- 9.14 Mr Seamus Oates reiterated that the aim of the exercise was to provide favourable conditions for all staff so as to promote retention.
- 9.15 The aim was to finalise the proposal in time for Executive Board approval at the meeting on 1<sup>st</sup> July.

## 10. AOB

### TLR Review

- 10.1 Mr Nathan Crawley-Lyons tabled the TLR Review briefing explaining that the current TLR structure was based on H&F's structure (School Teachers Pay and Conditions). If reviewed, the structure could provide flexibility to better meet Trust requirements.
- 10.2 The committee heard that StoneKing had been consulted.
- 10.3 The committee **agreed** to review the Trust's TLR structure whilst working within the guidance set out in School Teachers Pay and Conditions 2013. **(Action: NCL)**

### Responsible Officer

- 10.4 The clerk agreed to provide details to Ms Martin.

### Directors' Allowance

- 10.5 Mr Seamus Oates tabled guidance for Directors' expenses claims.
- 10.6 The committee agreed to approve the Directors Expenses Claims guidance.

## 11. DATE OF NEXT MEETING

- 11.1 The next committee meeting was scheduled for Tuesday 23<sup>rd</sup> September at 3.30pm subject to EB confirmation.

### SUMMARY OF AGREED ACTIONS

<b>Item 4.3</b>	Maintenance Contract (ongoing)	<b>NCL</b>
<b>Item 4.5</b>	Cleaning Contract Review (ongoing)	<b>NCL</b>
<b>Item 4.6</b>	Asbestos – receive report at next meeting	<b>NCL</b>
<b>Item 4.9</b>	HR Support package	<b>NCL</b>
<b>Item 5.2</b>	Clarify expenditure for Octagon	<b>DMa</b>
<b>Item 5.4</b>	Address teaching/Support under and overspends	<b>DMa</b>
<b>Item 5.6</b>	Cost different supply models	<b>NCL</b>
<b>Item 5.16</b>	Confirm schools for Choices funding	<b>DMa</b>
	Confirm Devolved Capital funding	<b>DMa</b>
<b>Item 8.3</b>	Disaster Recovery Plan ( <i>Risk B3</i> )	<b>NCL</b>
<b>Item 8.4</b>	H&S issues ( <i>Risk D3</i> )	<b>NCL</b>
<b>Item 8.8</b>	Premises Plan ( <i>Risk D17</i> )	<b>NCL</b>
<b>Item 8.9</b>	Finance systems under review ( <i>Risks E20E6</i> )	<b>NCL, DMa</b>
<b>Item 8.10</b>	Pensions Clarity ( <i>Risk E7</i> )	<b>NCL</b>
<b>Item 9.3</b>	Pay scales policy	<b>NCL</b>
<b>Item 9.9</b>	CSS Reorg Consult	<b>NCL</b>
<b>Item 9.15</b>	New Terms and Conditions EB approval 1/7	<b>NCL</b>
<b>Item 10.3</b>	TLR Review	<b>NCL</b>

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

*The meeting ended at 17:45*

**DRAFT Confidential Minutes of the Finance,  
Premises and Human Resources committee  
meeting of The TBAP Trust held at The Bridge  
Academy on Tuesday 10<sup>th</sup> June 2014**

**PRESENT:** Mr Paul Dix (Chair), Mr Seamus Oates (Executive Headteacher); Ms Dawn McLean;  
Mr Philip Rham; Ms Marie Thomas.

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

**12. ANY CONFIDENTIAL MATTERS**

- 12.1 Mr Nathan Crawley-Lyons reported an ongoing staff matter involving early retirement with plans to resolve by the end of term.