

**APPROVED FINAL Minutes of the Meeting of the FAoS Resources  
Committee  
18<sup>th</sup> June 2020 6.30pm  
Virtual Teams Meeting**

**Committee Members that are Trustees**

Anthony Cook (AC) Chair  
Ian Wright (IW)  
Duncan Millard (DM)  
Mark Greenwood (MG)

**Committee Members that are not Trustees**

David Hancox (DH)  
Tim Clark (TC)  
Duncan Jenkins (DJ)  
Alex Bond (AB)

**In attendance**

Officer: Anne Lynn (AL) COO  
Officer: Joanne Ray (JR) Operations Manager  
Officer: Jane Cole (JC) Finance Manager  
Clerk: Siobhan Vinall (SV)

1	<p><b>The meeting opened at: 18.32</b></p> <p><b>Welcome new members, visitors or staff presenting</b> AC welcomed everyone to the meeting. AC NOTED that if not speaking please stay on mute and identify before speaking to allow the clerk to record who is talking. AC NOTED that the meeting will be recorded for the purposes of the minutes and deleted once the minutes produced.</p> <p>AC NOTED that Adam Pickford (Chair FJS) and Sharon Farrell (Head FJS) will join the meeting at 7.10pm AC NOTED that Steve Jenkins (Chair and Finance Governor) will join the meeting at 7.25pm</p>
2	<p><b>Apologies and Quoracy</b> <i>50% of committee members (5) of which 2 attendees are Trustees. Current total committee number is 9.</i> Apologies from Jeremy Twynam were received and noted.</p> <p>The meeting was quorate.</p>
3	<p><b>Any other Business</b> The following have been accepted under Any other Business</p> <ol style="list-style-type: none"> <li>1. ARC consideration for areas for the Audit committee to audit</li> <li>2. Dates for 20/21</li> </ol>
4	<p><b>Declaration of any personal, business, or pecuniary interests.</b> AC noted he is the Finance Governor at FJS and will step back during that part of the meeting.</p>

5	<p><a href="#">Approval of the minutes from the previous meeting</a>  <i>18.35 DJ joined the meeting</i>          The minutes were agreed as an accurate record of the meeting and signed by the Chair.</p> <p>The signed minutes, agenda and papers to be filed by the clerk.</p>
6	<p><a href="#">Matters Arising from previous Minutes (and not covered in this agenda).</a></p> <p><u>Meeting 20/06/2019</u>  <b>Action: JR to send out guidance on appropriate accident reporting. ON-GOING.</b> This is pending update of First Aid Policy which is due to be completed 2020 term 5/6.  <b>Action: JR to consider provision of employee handbook. ON-GOING</b> – this will be reviewed during the H&amp;S manual update in 2021.</p> <p><u>Meeting 09/01/2020</u>  <a href="#">Alex Peal audit committee decision</a>  <b>Action: SV to produce a short summary of skills and experience of the members of the audit committee and provide to the Resources committee. ON-GOING</b></p> <p><a href="#">Investment options</a>  <b>Action: AL to draft policy for next meeting. DONE</b>  <i>14.05.2020 AL still awaiting information from Chritchley's – to bring to next meeting</i>  <i>Based on template from accountants</i></p> <p><i>18.38 IW joined meeting</i></p> <p><i>Q: what is the financial compensation scheme total?</i>  <i>Q: why is the total of investment to £500K rather than £1m?</i>  <i>AL AGREED to increase total investment to £1m, across several institutions.</i>  <i>It was read that 500k was a limit to a single institution</i>  <b>Action: AL to clarify that there will be a limit to £1m overall.</b>  <i>JC NOTED that compensation is £85k per institution.</i>  <b>The committee APPROVED the policy.</b>  <i>AL noted that she has followed up references provided by the investment company</i></p> <p><u>From meeting 5<sup>th</sup> March 2020</u>  <a href="#">Numbers of pupils for next academic year</a>  <b>Action: AL to upload to Teams. DONE</b></p> <p><u>From meeting 14<sup>th</sup> May 2020</u>  <a href="#">Risk Register</a>  <b>Action: AL to share the RR paper with the committee following the Board feedback tomorrow - post meeting note: DONE</b></p> <p><a href="#">Health and Safety report including external H+S audit report</a>  <b>Action: JR to provide the condition report to the heads and governors after they are updated by the end of June</b>  <i>JR: A staff member was signed off for 6 weeks</i>  <b>Action: JR to follow up and find out why for 6 weeks.</b>  <i>This was not investigated. JR to follow up</i>  <b>Action: JR to send out MH YouTube video via Edupay DONE</b>  <b>AL encouraged the committee to read the guidance from the DfE for schools, and parents.</b></p>

	<p><a href="https://www.gov.uk/government/publications/coronavirus-covid-19-implementing-protective-measures-in-education-and-childcare-settings/coronavirus-covid-19-implementing-protective-measures-in-education-and-childcare-settings">https://www.gov.uk/government/publications/coronavirus-covid-19-implementing-protective-measures-in-education-and-childcare-settings/coronavirus-covid-19-implementing-protective-measures-in-education-and-childcare-settings</a></p> <p>JR noted that a comprehensive checklist from the H+S auditors had been provided to heads.  <b>Action: JR to follow up with the heads prior to the 1<sup>st</sup> June 2020 DONE</b>  <a href="#">Central budget approval for 5-year plan</a>  <b>Action: AL to provide the cost calculation to the committee. DONE</b></p>
7	<p><a href="#">Activity agreed out of committee</a>          No activity agreed out of committee</p>
8	<p><a href="#">COVID-19 update</a>          Since last meeting provision at schools has been expanded to take increased pupil numbers. Heads are leading for the school, based on teachers and premises.  <b>Action: DM to provide committee the summary of activity</b>          DM noted that it is a fast-moving situation.          The schools have brought back pupils in line with the government guidance          That vulnerable and KW pupil numbers are significantly increasing that is making it difficult to bring the R, yr1, yr6 cohorts.          As parental confidence increases so do the numbers.          The heads do want to increase numbers however limited by government guidance and school staffing and premises.          The heads are confident that provision in school is safe.          DM noted that the social distancing 2m guidance is severely limiting numbers.          He has invited the heads to look at September and what it may look like. He NOTED that we are awaiting guidance from the DfE due this week.  <i>Q: What happens if there are more children than we can support?</i>          AL: we have that now. At JBL pupil numbers are limited due to building works.          What can be offered to R, yr1 and yr6 is diminished. There just is not enough staff or classrooms.          DM: the heads would like all children back to have some exposure and closure with staff, they are trying to provide provision, specifically yr5 before the end of the school year.          DM praised the work that is being carried out by the Heads  <i>Q: with current guidelines have we modelled what capacity looks like of the distancing requirement decreases.</i>          DM: we have not done that analysis yet. The support with 2m gave staff confidence and the RA based on that.          IW: we have done some modelling at the university. I think the limit is the bubble size rather than distancing.  <i>Q: What % of staff are not back.</i>          DM: it varies across the schools. This last week Risk Assessments have been done for those clinically vulnerable which has had some success in bringing more staff back in          DM noted the support from HR has been incredibly positive.</p> <p><b>The committee passed their thanks on to the central team and the heads for all the work they have done.</b></p>
9	<p><a href="#">Period Financial Outlook</a>  <i>P8 Report circulated</i>          P9 not yet released – will be released shortly.  <i>Q: what is the trend?</i></p>

	<p>AL: not all reports are in, there is some additional spending on cleaning. I expect most schools to be in a similar position. No red flags.</p>
10	<p><b>Capital Expenditure and update</b> <i>Reports circulated</i> Still not received outcome from CIF bids. We are expecting it in June, but no date provided, this was delayed from May, which was delayed from March. <i>Q: what is the risk we are carrying.</i> AL: The Junior school project cannot be delayed another year. This will need to be resolved this year. JR: the government expectation is that t the CIF money will still need to be spent by March 31<sup>st</sup>, 2021. We would expect to by mobilizing by now. <i>Q: Why can't we mobilize the FJS project? It must happen.</i> JR: I will provide a briefing paper with our preferred suppliers. If with CIF we are tied to those suppliers, if not CIF I would use the same suppliers. <b>Action: JR to develop paper and provide to committee regarding this. It was NOTED that this will need to be agreed out of committee.</b></p>
11	<p><b>Sign off 5-year Trust Financial Plan</b> <i>Reports from FJS, and SHR circulated</i> AC NOTED that he had invited FJS and SHR as they had set deficit budgets. The DfE are only wanting Trusts to upload only a 1year-forecast, though best practice is for Trusts to still conduct their own 3-year budget. We are working on a 5 yr. budget which provides the committee an outlook and trend. All school 5yr plans are uploaded and summarised for the committee.  FJS deficit is <b>£14k</b> and SHR deficit is <b>£26k</b>.  As a Trust we would be submitting an overall deficit of <b>£36.6k</b> as all other schools have submitted a near balanced budget, no schools are running a surplus.  FIS set a balanced budget for 20/21, beyond that there are declining pupil numbers which will impact their budget. The OCC/ FAoS plan is that In Sept 22 they may be converting to a primary.  JBL set a small surplus budget which expands over the next 3 years and would remove their deficit.  <b>AC NOTED that the LGB and the Head at JBL have worked hard to reduce their deficit and they should be recognised please pass on our thanks.</b>  <i>19.13 AP and SF joined the meeting</i> AC welcomed SF and AP to the meeting and thanked for their time. AC asked AP to bring to life the summary sheet. The increase in EHCP and SEND requirements have increased significantly over the last number of years. There is massive implication on staff. The SENCO works 3 days per week and does a fantastic job. Our discussion has been around how to set a sensible agenda to support this workload.</p>

There is scrutiny of the budget and spend. There is some short-term provision to meet need in September and then closely reviewed with several children on SEND and vulnerable children.

SF: this is my first deficit budget and it does not sit well. In the current climate I did not feel that we could save any further. This is a realistic budget. We know we are receiving children that will have special school placements but may not go until Christmas or another year. We already have 2 children awaiting placements at special schools.

*Q: does the budget include all the SEND funding that you are likely to get are some applications waiting.*

SF: there may be some additional funding, several of the applications have been declined and we have resubmitted. Our SENCO is great at getting additional funding, but it does not cover the cost of what has to be provided.

*Q: what is the pupil capacity per year group?*

SF: we can take more children, and we will pick up more during the year. However, they are often children with additional needs.

AL: FJS future is slightly uncertain as it may transition to a primary school earlier than planned. Whilst it shows a deficit for this year, the subsequent years could look quite different when they take infant school children. Over the next few months, I will model what that looks like.

SF and AP were thanked for their time

*19.23 pm AP and SF left the meeting*

AL: there is a proposal to move FJS to a primary in September 2021. I will work with AC to look at pupils and finance. We may need to do it early as Faringdon is growing and there is pressure on FIS to take more than 75 children.

DM: we will also look at how the 2 primaries can generate economies of scale.

SJ did not join the meeting. The committee interrogated the explanation document that SHR had submitted.

Key Areas:

Pupil number and needs

Aging building

Focus on bringing more pupils in. May increase class size.

*Q: where are your key concerns?*

AL: I am conscious that their deficit may increase. The spreadsheet I provided gives pupil numbers, and these NEED to go up. Yr4 and 5 only have 22 and 23 pupils. Not small enough to combine and yet 22 pupils will not pay for the teacher stood in front of them. They must take additional pupils in other year groups to increase class sizes in these 2 areas. They are restricted in the lower years as the classrooms are small. They are in an old building; they will continue to struggle with numbers.

As the years progress the profile improves as the lower years move up.

*Q: as they have military pupils, may their numbers also have increased very recently?*

AL: I have not had an update. SHR having difficulty getting information out of OCC, JS has escalated this. I have weekly communication with JS. It will not help next year but could help beyond that.

*Q: there is a consistent picture of staying in the red for 5 years. I appreciate they are doing what they can for this budget. At what point do we have to look at alternative solutions, as it becomes an unsustainable position. When do we step in or are there other levers?*

	<p>AC: there is a concern that a deficit budget is set, and that the trend is an increase in the deficit.</p> <p><b>The committee are asking SHR to set a balanced budget for 21/22</b></p> <p><b>The committee AGREED to APPROVE the budgets for 20/21 for all schools</b></p> <p><i>Q: the underlying theme that as the schools take more EHCP pupils the impact on the schools financially is significant, what can we do?</i></p> <p>DM: we have now appointed a SEND lead across the Trust. This will give further insight to what is happening with SEND pupils in the Trust. The support given from the LA has been decreasing over the last years.</p> <p>AL: There are not enough places in special schools in Oxfordshire. The need for places is only getting greater. There is no plan for additional special school in Oxfordshire.</p> <p>DM: heads are being creative with the support given to EHCP pupils.</p> <p><i>Q: is there an increase of children with EHCP?</i></p> <p>DM: an increase of pupils with ASD. Many parents are opting to have their EHCP child in a mainstream school, and this can work. However, for complex needs this pushes the resources of a mainstream school.</p> <p><i>Q: do we know what the need is in our area compared to the national picture</i></p> <p>DM: I can see the need is high in neighbouring LA. The national picture is an increasing number of complex needs. It pulls on school budgets and staffing budgets. This is not a local issue.</p> <p><i>Q: should we be considering a proposal to create that provision?</i></p> <p>DM: we looked at JBL but we would have no control over the pupils who would go there and was a minefield.</p> <p>AL: OCC does not have the money to build. They invited CEOs of Trusts to a meeting and asked if they had spare rooms in schools to convert to a special unit.</p> <p>If we did that, we would not have oversight as to what pupils went into that unit. It could be filled with students outside of the trust.</p> <p>AC: this is a difficult equation to balance. Even from a few years ago the pressure has built.</p> <p>DM: with the SENCO lead there will be a consistent approach across the Trust with support and challenge.</p> <p>AL: part of the role is liaison of schools in the Trust and OCC. And holding OCC to account.</p> <p><i>Q: is there a proposal to centralise the SEND funding across the Trust.</i></p> <p>AL: the funding MUST go with the pupil.</p> <p><b>Action: to invite the new SENCO to the meeting in October</b></p> <p>PLEASE SEE CONFIDENTIAL MINUTES.</p>
12	<p><a href="#">Risk Register</a></p> <p>This has been discussed at the Board and the summary has gone to the schools for comment.</p> <p>A complete Risk Register from each school will be developed by the end of September.</p> <p>MG: I have reviewed the COVID RA and they are of a high standard this gives me confidence that the schools are able to complete this.</p>
13	<p><a href="#">Premises report and Health and Safety Reports circulated</a></p> <p>No significant updates</p>

	<p>External Audits by Ellis Whitam are happening this term and the focus in on fire risk assessments.</p> <p>Accidents and Incidents Nothing to report</p> <p>COVID-29 See previous item</p> <p>Governor Audits To be carried out by governors and heads</p> <p>Combined heating control and boilers at FJS See report – asking specialists to review the figures. Current estimate is £80-110k</p> <p>Park road primary September 2022 Feasibility meetings are happening.</p> <p>JBL Delay of approx. 8 weeks.</p> <p>Cleaning and Catering Tenders The presentations have now happened. The review of the bids finalised. JR developing figures to support heads to make decisions. JR will develop the business case for the committee.</p> <p>Catering: Likely to be a surplus for the catering of approx. £60k over 3 years, caveated on the TUPE information.</p> <p>Cleaning: Headline figures is that it would seem to be more expensive. Heads will opt in or out. JR would recommend all to outsource.</p> <p><i>Q: has FAoS management time been considered?</i> JR: it is exceedingly difficult to show this comparison. The FAoS figures do not include training, sickness and absence, recruitment, OH, DBS, appraisals etc. I believe that the figure is particularly good value for money. AL: in the presentations they said that there will be efficiencies made. Our current way of cleaning is incredibly old fashioned, but they cannot tell us where those efficiencies are until they are awarded the contract.</p> <p><i>Q: is it more expensive for all schools and are they experienced in cleaning in schools.</i> JR: yes, it is broadly more expensive for all schools at the point of transfer due mainly to current terms and conditions. Yes, they are very experienced with schools I am greatly confident of the bids and the presentations and references support this.</p> <p>AC: if the strategic decision is that we outsource why are we allowing some schools to not opt in. AL: all schools were part of the cleaning tender; BUC did not join for the catering contract.</p>
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	<p><b>AC NOTED and the committee AGREED that the TRUST should move as one for this for both the cleaning and catering tender.</b></p> <p>It was also NOTED that there is a risk at BUC catering as it depends on a single older lady and the Memorial Hall to be able to cook the food.</p>
14	<p><a href="#">Health and Safety report including external H+S audit report</a> <i>See item 13</i></p>
15	<p><a href="#">ESFA/ DfE letters</a> <i>Letters circulated</i></p> <p>16<sup>th</sup> June 2020 Received from Elizabeth Berridge, Parliamentary Under Secretary of State to all School Business professionals; recognition of the work done by the support staff, which was pleasing to receive.</p> <p>Budget forecast return: required only to submit 1 year and by the 29<sup>th</sup> September 2020 to submit. We will follow our current timetable and submitted by the end of July 2020. AL clarified that she will only be able to upload 1 year, although she has planned for 3 years.</p>
16	<p><a href="#">HR dashboard</a> <i>Report circulated of the Nov19-Feb20 data.</i></p> <p><i>Q: absence levels; in terms of lag time to data and what we can take from it. With the lag being 3 months it's difficult to make an impact.</i></p> <p><i>AL: at this time, I report quarterly as the data is extracted manually and is very time consuming. With the new system I will be able to draw down the data much easier and therefore quicker. However, that hasn't been rolled out yet.</i></p> <p><i>Q: it's difficult to see themes as we have a small cohort. The year on year trend will be interesting.</i></p> <p><i>Q: how is absence being reported now with COVID-19.</i></p> <p><i>AL: the data is only as good as what the schools are providing us, HR have provided the schools guidance on how to report absence during this time.</i></p> <p><i>Q: it will be difficult to draw comparisons in 20/21 because of current absence.</i></p>
17	<p><a href="#">Staff Changes and appointments (including apprenticeships and teacher training)</a> <i>Report circulated</i></p> <p>Recruitment highly active.</p> <p>FJS recruited a deputy head and an internal candidate was successful.</p> <p>Have recruited several teachers through 1 advert – over 30 applicants for 6 posts.</p> <p>DM NOTED that NQTs could not complete their final placement and that FAoS is developing to support the NQTs coming into the Trust.</p> <p>Recruited Lead Practitioner to focus on yr6 to 7 transition</p> <p>Recruitment on-going.</p> <p>Late resignation of a physics teacher at FCC. 3 adverts have generated no applicants, now planning to advertise in the autumn. The new head will be teaching 3 periods of physics over 2 weeks.</p> <p>Overall a positive picture in a difficult time.</p>



18	<p><u>Trust Training Centre</u> DM meeting with LW and SR to look at that concept and how to move it forward in 20/21</p>
19	<p><u>Any other Business</u> <u>Audit committee tasks for 20/21</u> AL: I have asked them not to look at IT strategy in 20/21</p> <ul style="list-style-type: none"> <li>• Lettings; process and procedures; setting costs; how are we doing a way forward</li> <li>• Income generation</li> </ul> <p>AL noted that our audit committee has been in place for several years and the significant audit investigations have occurred making it difficult to find new worthwhile areas to look at.</p> <p><u>Dates for 20/21</u> The committee suggested that for 20/21 an additional meeting in 3<sup>rd</sup> week in September due to COVID-19. Otherwise the same cycle to be adopted.</p> <p><u>End of year</u> AC expressed his thanks to the committee for their time and energy over the year. He expressed his thanks to the AL and the central team and SV for her support and clerking.</p>
	<p><u>Meeting closed at: 20.45</u></p>

Clerk: Siobhan Vinall  
Date: 24<sup>th</sup> June 2020