

## Cedars Academy

### Finance & Staffing (Resources) Sub-Committee Meeting

Thursday 6<sup>th</sup> October 2022, 4:00pm at Ivy Lane

#### MINUTES

Present: Gill Morton (Chair), Pam Finn, Keith Vincent, Andrew Thompson, Paul Hills, Gordon Neale, Martin Flowers

Apologies accepted: Julie Vincent, Michelle O'Reilly

Item	Discussion Notes & Key Points Made
<p>1. <b>Management Accounts &amp; Budget</b></p> <p>1.1.1 Financial Report June 2022</p> <p>1.1.2 Internal Scrutiny Report July 2022</p> <p>1.2 Management Accounts July 2022</p> <p>1.3 Audit 2021-2022 Process</p>	<p>1.1.1 Inspire Financial Management Report &amp; Meeting 25.05.22 and presentation 20.06.22</p> <p>Management Accounts for the Period Ended June 2022 show monthly average surplus/depreciation fluctuations of around £10k and Year to Date deficit of £55,002. Cash at bank and in hand has remained at around £1.1m - £1.2m during the year and currently stands at £1.12m.</p> <p>The Budget 22/23 shows:</p> <p><b><u>Total income £4,249,480</u></b></p> <p>Main items: GAG: £1,900,00; LA Place Funding: £469,992; Top Up £1,214,844; Fixed Costs: £460,836; Pupil Premium: £104,424</p> <p><b><u>Total Expenditure: £4,038,936</u></b></p> <p>Main items: Leadership &amp; Teachers: £1,451,088; Other salaries: £1,163,880; Pensions &amp; NIC: £774,828; <b>(Salaries and Associated costs total £3,389,796 = 84% of expenditure, 80% of income)</b> Premises &amp; Equipment/Technology/Admin: £649,140</p> <p><b><u>Surplus (before Depreciation of £312,000): £210,544</u></b></p>
	<p>We are now receiving monthly Management Accounts from Inspire; to be shared with SLG and Chair of Trustees...there is a need to review this process.</p> <p>Action: Trustees to note.</p> <p>SLG/Chair to meet with Inspire for Monthly Management Accounts process in November 2022</p>
	<p>1.1.2 Internal Scrutiny Report prepared by: Inspire Compliance Limited 31<sup>st</sup> July</p> <p><u>Executive Summary:</u> <b>The overall opinion based on the work performed is that the financial and non-financial controls are strong.</b> The risk management process in place is also considered strong. Previously, there were several areas which required improvement. These areas were addressed and have led to stronger internal controls for the whole of the year.</p> <p>Grades: (1 weakest – 5 strongest)</p> <p>Grade 5(No recommendations to note): Cash &amp; Bank, Procurement, Monthly Financial Closedown, Payroll, Budgeting, Fraud, Whistleblowing, Data &amp; IT Security</p> <p>Grade 4: Governance</p> <p><u>Recommendation:</u> The Trust has maintained its improvements in appropriate financial governance during the whole of the academic year which is expected to continue into 2022/23.</p> <p><b>The Trust engages to increase its number of members from 3 to at least 5 in line with DfE's preference and ensures that all 5 members are not employees.</b> This ensures</p>

compliance with ESFA directives and also increases the range of perspectives represented and ensures that Members can take decisions via special resolution without requiring unanimity. It is therefore recommended that additional members do not currently hold roles within the Academy. We are not aware of any issues which have been directly impacted by this issue.

Response:

Management are aware of the issue with current members and that additional members will bring a broader range of perspectives which will benefit the governance of the Trust. We are currently in the process of recruiting additional members and hope to have this process completed this half term.

Overall Opinion

**Overall opinion based on work performed is that the financial and non-financial controls are strong.** The risk management process in place is also considered strong.

**Independence check: Trustees have researched Inspire Compliance Limited and understand the clear independence of, and separation from, Inspire Financial Management in respect of this Internal scrutiny Report**

Action: Trustees to note

## 1.2 Management Accounts for the Period Ended July 2022

Key Points:

**July 2022 Management Accounts show a surplus before depreciation of £181,239.00.** There were a couple of things to note:

For May 22 the Education Costs are higher than normal, this is due to £6,000 of cost belong to April 22. These costs were not on the system when the April 22 Management accounts were completed; also, the Premises Costs include decorating costs at the school for around £1,300 and £7,000 in LEC costs for various works across all three properties

For July 22 the Premises costs include further LEC costs of £4,000 again cross all three properties

Inspire Financial Management will be preparing the August management accounts in the next week (wb 10<sup>th</sup> October) and this will enable them to prepare the year end accounts, ahead of the Audit.

Action: Trustees to note

## 1.3 Audit Process Key Dates

- Auditors in College/School (invoices/assets etc..) week beginning 31<sup>st</sup> Oct
- Draft report to SLG/Chair wb 14<sup>th</sup> Nov.
- **Final Report and sign off Accounts at the AGM scheduled for Monday 12<sup>th</sup> December, 4pm**

Action: Trustees to note

## 2. Pupil/staffing data

### 2.1 Sept 22: numbers:

class/year group  
sizes/accommodation

2.1.1 Sept Total Student number: 238

Of our current 99 employees we have 37 Teachers, 56 Support, 3 Admin and 3 Catering staff. Approximately 73 staff are based at School and 26 staff are based at College.

2.1.2 Academy numbers/distribution:

**School: 164 (at capacity)**

**College: 74 (capacity 77)**

Full breakdown of class/group sizes can be found in Heads of School and College Reports

Level of Need

Across the Academy

- SEMH 6%
- Autism 53%
- Cognition 41%

Showing an increase in Autism and decrease in SEMH as primary need.

The ASC population in EYFS-Key Stage 2 are now mostly AS1/2 or D1/2, the highest and most complex bandings. Our population is becoming much more complex in terms of their needs and the curriculum provision and support required to meet those needs. This will impact on future budget modelling and planning.

**Action: Trustees to note**

### 2.2 Commissioning process:

pressures, concerns,  
waiting list

2.2.1 We continue to have positive discussions with Commissioning and our Gateshead Special School partners to arrive at a shared understanding of pressures and an agreed process/protocol moving forward. As a result we are expecting a reduction in the amount of time and resources needed to meet the increasing demand for places.

Keith Vincent is in ongoing meeting/discussions with Danny Meek (Commissioning) re joined up approach to placements both for Cedars and across all Gateshead Special Schools.

**Trustees would like to better understand the range and type of specialist provision in Gateshead; to appreciate the scale of the difficulties and Gateshead's intended response to the increased demand being made across all settings; to explore how they could work with other Gateshead governing bodies and the LA to be part of a borough wide solution; and to better understanding how this will potentially affect the type of provision Cedars may emerge as.**

**Action: Pam Finn will research Gateshead LA SEN (Commissioning) data to provide a context for Trustees, for presentation at the Board Meeting 13<sup>th</sup> October**

**Keith Vincent will raise with Danny Meek**

**Michelle O'Reilly/Julie Vincent to raise with SHIP**

2.2.2 Feedback (SEND TEAM – SHIP Summary)

Michelle O'Reilly Chairs SHIP and Julie Vincent is Secretary (a reflection of the high regard shown to our leaders within Gateshead Special Schools)

Possible actions for Special Schools and or further exploration with the SEND system via the Strategic Board:

- Explore and consider training options for Special Schools to Support Mainstream Schools to better meet SEND through outreach provision into ARMS/schools – adaptations, meeting needs, supporting inclusion.
- Sharing one another's expertise between setting, accessing one another's facilities/therapeutic provision,
- Explore the concept of Central pooled resources between Special schools

**Action: Trustees to note**

### 3. Staffing, Admin & Facilities

#### 3.1 Appointments & Recruitment

3.1.1 TAs appointed (Refer to Facilities/HR/Admin Report)

3.1.2 HLTAs Appointed (Refer to Facilities/HR/Admin Report)

Action: Trustees to note

#### 3.2 Staff development/requests

##### 3.2.1 CPD application for consideration

###### Staff making request: Kendall Williams

Description of CPD to be funded:

Higher Level Teaching assistant Level 4 course. This is an online course with "Association to learning". The course is currently priced at £525.

Kendall shows exemplary professional conduct and aspiration. The HLTA qualification will enable her to develop a deeper knowledge of curriculum and assessment and enhance her practice further, modelling best practice to Level 2/3 colleagues and ensuring strong student outcomes.

Agreed: To support the application with 50% contribution to the cost of the qualification, in line with policy.

Action: Business Administration to process

##### 3.2.2 Contract change requests

###### 3.2.2.1 Staff making request: Lisa Richardson

LR has been asked to teach Food Technology each day to all students at Cedars College, alongside her teaching qualification (L5) studies.

###### 3.2.2.2 Staff making request: Rebecca Charlton

This year, RC is delivering a Gateway certificate in Skills for Independent Living to three classes (and some students from a fourth) alongside her teaching qualification (L5) studies. EC gained HLTA status in 2017.

###### 3.2.2.3 Staff making request: Susie Fullman

Last year SF undertook a Level 5 Diploma in Teaching Learning & Skills. Without obtaining QTLS, this gives Susie Unqualified Teacher Status under the current Cedars Academy Trust pay policy. As Susie is now timetabled in a full time teaching capacity, for the delivery of British Values, Relationships and Sex Education and GCSE History, it is proposed that SF is remunerated as an Unqualified Teacher for the work that she is undertaking which I consider to be of a very high standard. Her professional practice and relationships with both learners and parents are exemplary.

Agreed: That staff requests are justified in principle.

Action: The process and salary scale implications need further discussion. This will include a full review of the Pay Policy. A working group to be established to provide a details proposal by end of October 2022.

Pay Review Working Group: Pam Finn, Paul Hills and SLG to meet on Monday 17<sup>th</sup> October for their first meeting.

#### 3.3 Performance Management

##### 3.3.1 Application to be paid on the upper pay range

###### Staff making request: Emily Moffitt

As mathematics subject lead, EM has made substantial contributions to the development of the subject across the academy. This has been acknowledged in both of the discussions I have had with our school improvement partner.

As chairperson of Re:SEND EM has helped lead the development the research-based practice group from the beginning and continue to grow this within our Cedars community and beyond, liaising with other professionals including that to develop our mathematical curriculum. EM has identified and begun to drive

forward actions to develop research projects within the academy and where these findings can be best shared to improve practice. EM continues to engage in relevant CPD to better her practice. This has included my MA Autism (effective approaches for children with ASD) and shares this knowledge with colleagues and embed this practice across school. EM is currently engaging in The National Professional Qualification for Leading Teaching (NPQLT) and a Professional Doctorate to support knowledge and skill set, and will also be engaging in Attention Autism Training. EM has only this year reached M6....

### 3.3.2 Application to be paid on the upper pay range

#### Staff making request: Steven Middlemiss

As a middle leader to lead development teams in numerous subjects including Science and Maths and has represented the academy during two development visits from our link development partner, where positive feedback was received for the work undertaken to develop our maths provision.

SM has taken on responsibility for improving teaching through the undertaking of numerous professional development courses. SM is currently studying for an NPQ in Leading Teaching, which I am due to complete in November 2022. SM has worked closely with fellow middle leaders to develop other curriculum areas and I have informally supported staff completing teaching qualifications. This year, SM will be formally mentoring a member of staff completing their Level 5 LST Apprenticeship. SM is making a contribution to the wider life and ethos of the academy through work with partner organisations including Gateshead Kestrels and Re:SEND.

Action: The process and salary scale implications for TLR/UPS applications need further discussion. This will include a full review of the Pay Policy by the Pay review Working Group to meet on Monday 17th October for their first meeting.

### 3.3.3 Performance Management for Teaching Staff: no teachers not fulfilling their PM targets and therefore will move up one grade in accordance with our Pay Policy.

## 3.4 Cleaning, Maintenance & Facilities

### 3.4.1 Cleaning Contract

We are in ongoing discussions with cleaning contract providers regarding the unsatisfactory delivery of current contract roles/hours. From initial audit to assess the many issues raised, it was agreed that all staff would be retrained and a **Churchill Supervisor and the Facilities Manager would complete 2 weekly audits. Business Administrator works alongside Churchill staff and management to ensure the highest cleaning standards are in place and are sustained. SLA to be reviewed in 6 months (February 2023)**

Action: Trustees to note

### 3.4.2 Caretaker Post vacancy

We have advertised for a full time caretaker to provide support for varied maintenance tasks throughout the whole Academy, which will include aspects of opening and closing of the Academy, carrying out regular low level Health and Safety checks, keeping the site generally tidy and clean alongside the cleaning contractors, the physical distribution of deliveries and resources when required and cleaning maintenance of the Academy mini buses.

Action: Trustees to note

### 3.4.3 Facilities Development School

3.4.3.1 To create a multi-level play ordered from Pentagon Play and they hope to have them installed ready for after this half term break. The approximate cost of £50k has been part funded through Pupil Premium and Sport Premium funding.

3.4.3.2 Development of the garden area next to the ramp with access to sand, water, natural materials and space to develop physical skills. Approx. Cost £12k.  
**Action: Trustees to note**

3.4.3.3 Water has slowly been soaking through the wooden flooring underneath the new flooring and eventually lifted at the centre of the hall. The sports hall has not been available for use to students since the end of June '22. Urgent works were completed over the summer break. We believe the cause is due to incorrect drainage. Discussions are continuing with the contractor Eddisons and Compass Construction to establish cause/responsibility.  
**Action: Gill Morton will discuss issues with Michelle Gray and provide assistance to resolve the dispute where possible.**

3.4.3.4 A new Parents/Review facility by conversion of 2 x small offices into one large meeting room next to the main Reception area

3.4.3.5 Summer holiday work: six classrooms and the Reception and outdoor primary wall were redecorated, fencing was erected to a primary classroom, and storage units were built within the PE cupboard. During the October break we have planned to install air conditioning units to four upstairs classrooms.

3.4.4 Facilities Development College

3.4.4.1 Metal gates have been secured to 13 Walker Terrace at a cost of £2600. A full width metal fence to 11 Walker Terrace is currently with Planning. Approx. cost £10k. We have also created a secure exams room at 11 WT, at a cost of £2k.

3.4.4.2 The development of Lodge for the creation of a KS4 College Transitions Base has been completed and is being used full time. The upstairs now comprises of 2x storage areas, 1x meeting room, 1x office and a staff toilet. Projected total cost, to include additional works, £68k.

3.4.4.3 Summer holiday work: vinyl to common room and carpet to staircase was laid and student toilets were redecorated. In the October break the decorator will finish works to the outside of Number 13

**Action: Trustees to note**

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## 4 Leadership Structure

4.1 Development Team Leads Restructure

**Action: To agree Trustees Link roles at Board of Trustees Meeting 13<sup>th</sup> Oct 2022**

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## 5 Business Development

5.1 Partner Reports/Updates received prior to the meeting

5.1.1 Be Inspired To...(Report Received)

**19-25 Years Provision –Looking at providing evening and weekend clubs using Walker Tce facilities. Ongoing discussions with the LA and recent Social Care Team meeting. Interest is very high for tailored individual pathways that meet inclusion, employment, accreditation and other quality outcomes that BiT can offer.**

5.1.2 Re:SEND (Report Received)

Re:SEND feel a fund of money in the Re:SEND bank that those undertaking a research project that required materials could apply for. Applications would be

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reviewed by Re:SEND members to ensure quality and purpose. This could then be allocated to individual research projects to ensure they are resourced effectively.

5.1.3 SENSupport (Report Received)

5.1.4 Kestrels (Presentsation at Board Meeting)

**Action: Trustees to note**

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## 6 External Review of Governance

6.1 At a presentation by Kathryn Wilkinson (National Leader of Governance) on 12th July 2022 three recommendations were made. Trustees agreed to discuss and begin to address the recommendations at their next Board Meeting.

6.2 The key points made:

- **Once appointed, the new Members to review the articles of association including the objects and the appointment of Trustees (we now have four current Members and a fifth is due to be appointed this term)**
- **Revise the scheme of delegation and ensure clarity of the committee structure**
- **Review the role of the Governance Professional/Company Secretary**

**Action: These items will be discussed and actions agreed at the Board of Trustees Meeting 13<sup>th</sup> October 2022**

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Meeting ended at 5:40pm

Circulation: Board of Trustees for discussion at Board of Trustees Meeting 13<sup>th</sup> October 2022