

<b>BOARD:</b>	<b>RESOURCES, ESTATES &amp; DIGITAL COMMITTEE</b>		
<b>TRUST:</b>	DARTMOOR MULTI ACADEMY TRUST		
<b>DATE:</b>	Thursday 8 <sup>th</sup> July 2021		
<b>TIME:</b>	4.00pm - 6.00pm		
<b>VENUE:</b>	Remote via Teams		
<b>PRESENT:</b>	Jane Dumeresque (Chair)	Philip Sanders (PS)	Carol Chapman (CC)
<b>ATTENDING:</b>	Tania Skeaping (TS) Susanne Kiff (CFO)	A Richardson (AR) N McDermott (NMc)	M Greener (Clerk)

The Code of Conduct requires trustees/governors to be honest and open with regard to conflicts of interest (either real or perceived). Trustees/Governors must not use their position for personal gain in business, political or social relationships. Therefore, a governor who has, or may be perceived to have, such a personal interest in a particular matter under consideration should declare that interest, withdraw from all discussions relating to it and take no part in any vote on such matter.

Items marked \* are those in which a majority of governors may have an interest because of some shared attribute. When considering these items, trustees/governors should aim to achieve a balanced view, paying particular attention to the sources of information and advice, and remind themselves of their duties to act in the public interest.

Actions, **red** Questions raised, **blue** Points agreed, **green**

<b>Item</b>	
1.	<b>Welcome and Apologies:</b> Those present were welcomed by the Chair to the meeting.
2.	<b>Administration matters:</b> 2.1 <b>Apologies for absence</b> Apologies were received and accepted from John Lawler.  2.2 <b>Confirmation of quorum</b> The meeting was confirmed as quorate.  2.3 <b>Declarations of interest</b> No other pecuniary or personal interests were advised for any agenda item for this meeting.
3.	<b>Minutes:</b> 3.1 Committee members to ratify/approve the minutes from the meeting of the Resources, Estates and Digital Committee – 17.6.21.  <b>Committee members AGREED that the minutes were a true and accurate record of the meeting. The Chair to sign.</b>

4.	<p><b>Matters arising from the Minutes:</b></p> <p>4.1 Update on action points / matters raised from the meeting on the 17.6.21:</p> <table border="1"> <thead> <tr> <th></th> <th>Action</th> <th>Actionee</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>3.1</td> <td>The Chair to discuss the TOR updates with NMc</td> <td>Chair</td> <td>Completed</td> </tr> <tr> <td>3.2</td> <td>Clerk to ensure Management Account folder permissions allow anyone access to upload</td> <td>Clerk</td> <td>Completed</td> </tr> <tr> <td>3.2</td> <td>It was agreed to combined the Chairs and Resources lead meeting – NMc to arrange invitations to be sent out.</td> <td>NMc</td> <td>Completed</td> </tr> <tr> <td>3.2</td> <td>NMc to include viring at officer level in next review of policy.</td> <td>NMc</td> <td>Completed</td> </tr> <tr> <td>5.</td> <td>The Chair and NMc to update the committee TOR to reflect this change to include IT.</td> <td>Chair/NMc</td> <td>Completed</td> </tr> <tr> <td>6.2</td> <td>SK/AR to review reporting to the committee to include less information but ensuring exceptions are highlighted.</td> <td>SK/AR</td> <td>Completed</td> </tr> <tr> <td>6.2</td> <td>AR to discuss pupil premium with JL.</td> <td>AR</td> <td>Completed</td> </tr> <tr> <td>7.1</td> <td>SK to share plans / designs / timelines with Tavistock LSB once the contractor has been appointed.</td> <td>SK</td> <td>Completed</td> </tr> <tr> <td>7.1</td> <td>The Chair to update the Chairs/Resources Leads on the Tavistock build at the next meeting.</td> <td>Chair</td> <td>Completed</td> </tr> <tr> <td>7.3</td> <td>CEO to come up with a plan for the Estates 5-year plan before the next meeting.</td> <td>CEO</td> <td>Completed</td> </tr> </tbody> </table>		Action	Actionee	Status	3.1	The Chair to discuss the TOR updates with NMc	Chair	Completed	3.2	Clerk to ensure Management Account folder permissions allow anyone access to upload	Clerk	Completed	3.2	It was agreed to combined the Chairs and Resources lead meeting – NMc to arrange invitations to be sent out.	NMc	Completed	3.2	NMc to include viring at officer level in next review of policy.	NMc	Completed	5.	The Chair and NMc to update the committee TOR to reflect this change to include IT.	Chair/NMc	Completed	6.2	SK/AR to review reporting to the committee to include less information but ensuring exceptions are highlighted.	SK/AR	Completed	6.2	AR to discuss pupil premium with JL.	AR	Completed	7.1	SK to share plans / designs / timelines with Tavistock LSB once the contractor has been appointed.	SK	Completed	7.1	The Chair to update the Chairs/Resources Leads on the Tavistock build at the next meeting.	Chair	Completed	7.3	CEO to come up with a plan for the Estates 5-year plan before the next meeting.	CEO	Completed
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5.	<p><b>Matters brought forward at the direction of the Chair</b></p> <p>None noted.</p>																																												
6.	<p><b>Resources</b></p> <p>6.1 <b>Introduction by Chair</b></p> <p>The Chair advised that a great progress session has been held with AR/SK/JD &amp; TS. There is much work in progress and the direction of travel is good and expectations are being managed.</p> <p>6.2 <b>Management Accounts P9</b></p> <p>AR advised that period 9 management accounts are relatively good. There is a focus on forecast. We know the historic situation and can explain this but now we need to look to the future and how we end the year. We now look to be ending with a surplus of £440k not the predicted £1.2k.</p> <p>AR shared his screen with the committee which explained the reasons behind why the closing figure is lower than projected (staff costs / income drop / GAG funds / other grants received earlier).</p> <p>AR advised that the income shown in the management accounts is shown earlier than budgeted for. Loss in other income is related to C-19. Forecast is minimal and in some areas none.</p> <p><b>TS queried the budget line for DTSA as it is not included?</b>        SK advised that it had a separate line in the 2021/22 budget but it is included in the Okehampton budget from next year.</p> <p><b>PS assumed that there is some offset to the £284k loss on catering as food material have not been purchased?</b>        AR confirmed this was the case.</p>																																												

SK advised that DTSA will need to be picked up later as the operating model will change next year. There will be an update at the TB meeting.

AR advised that there has been some shuffling amongst staffing costs.

Under Other there have been some small fluctuations to Repair and the exam fees were pushed from earlier periods.

Additional licensing has been required under IT

JD asked that the P9 management reports be uploaded to GovernorHub.

**Action: AR to upload p9 management account to GovernorHub**

**PS noted that he was not clear on the £50k staffing costs and is this on a perpetuating basis or due to C-19?**

AR advised that they were 2-year recurring contracts and a shuffle regarding trust champions. A lot of work has been completed and for subsequent years cover these costs and it is affordable to the MAT.

### 6.3 **Budgets 21/22 Discussion**

6.4

The committee were advised that the adjusted document has been fine-tuned and shared.

SK advised that the pre-distributed document was the position at the time and this was revisited yesterday and the position is now positive. It shows a surplus of £269k for 2021/22. Tweaks are needed for future years but they are not drastic.

**JD asked whether it would be possible to look at costs broken down by area (e.g. tech/estates/finance/operations).**

SK confirmed yes eventually but it has not been possible due to time constraints.

AR noted that the hub budgets show the pupil:teacher and teacher:staff ratio. Okehampton and Tavistock staff costs are different by £0.5m which indicate there are some learnings to be had at Okehampton and this is a work in progress.

CC asked for pupil numbers to be added per school.

**Action: AR to include pupil numbers in the budget**

**CC asked whether it is possible to say which schools can operate inside their budget?**

AR it is possible to show who is struggling to work inside their budget/funding.

**TS asked whether the risk register should show the financial sustainability of those schools are not able to work within their budgets?**

SK advised this is possible however they wanted to work on the pooled basis so did not share this information as they are keen to avoid individual school questions.

The Chair noted and agreed however advised it is useful for this committee to have all the information.

TS advised that a certain level of detail is needed for the committee to mitigate risk and is concerned that this information will not be seen anywhere else?

SK proposed that following the AFH update a working party be created but it depends on what information is going to be shared with the LSBs.

**Action: SK/The Chair to discuss working party with regards to what will be shared with Trustees / hubs once the pooling system is in place**

The Clerk was asked her opinion and advised that FOI requests mean that coding the schools might be an option. NMD advised that the threshold for FOI requests is relatively low and that codes might be a challenge.

The Chair advised it would be good to share the information plan and given an indication as to the schools the committee should be concerned about.

**PS asked for some narrative on the data as the ratio figures for example means nothing to him. It looks to him that Okehampton & Tavistock are similar schools but there are significant differences between them.**

AR advised that the committee need to look at the national / rural benchmark and that Tavistock is where expected.

SK advised the schools work on different model and proper analysis is required.

NMD advised that if you look at the school financial value statement whilst it is not an exact fit it might explain how and why the schools are different. Benchmarks need to reflect the setting / context.

SK advised that the trust board need to approve the budget as it needs to be submitted.

The Chair advised the committee of the questions that JL had submitted in advance most of which had been covered in the discussions.

With regards to carry forward of surplus the Chair noted it would useful to have these listed.

**Action: AR to add reserves line to the budget.**

SK advised the current budget is version 3 and no deficits are expected in future years.

**The Committee AGREED to propose the budget to the Trust Board.**

#### 6.5 ***Reserve's policy Discussion***

Carried forward to the next committee meeting.

**Action: Reserves policy discussion to be added to the Resources Committee agenda.**

#### 6.6 ***Income pooling and new chart of accounts update***

SK advised that an exercise with the final accounts is required and this will take place shortly. The account system will be ready to align for the end of the year. Cost centres will be reduced and not reported in the same way. Restrictions have been made as to what is included in the budget. The chart of accounts is the same but the software is changing.

**The Chair asked whether there will be training needs for staff?**

AR confirmed no.

	<p>6.7 <b>Documentation of revised financial processes update</b> NMD advised that the focus is on issuing a broader staff handbook for next term with the financial operational procedures following in October 2021. The slimmed down cost centres mean there is a smaller margin for error. The team have also had a large amount of work to deal with, with year-end.</p> <p>The Chair asked for an update report at the next meeting on 9<sup>th</sup> November.</p> <p><b>Action: NMD to provide financial processes update at the next committee meeting.</b></p> <p><i>AR left at 4.47pm</i></p>
<p>7.</p>	<p><b>Estates</b></p> <p>7.1 <b>Tavistock New Build – Update</b></p> <p>The Chair advised she did not believe that having a separate new build committee is sensible and proposed merging the New Build Committee with this one.</p> <p><b>Action: The Chair to speak with GB to see whether he wishes to remain on the committee</b></p> <p>SK gave an update and advised that the working party had met 2 weeks ago and were planning to issue a letter of intent to Brown Jacobson. Revisions were made to the letter. The CEO also had concerns over the cost of steel. Two weeks ago, it was decided to pause issuing the letter and asked NMD and Carol to investigate the needs of the school and possible alternatives. A report is to be given on their findings to SK/CEO with recommendations (issue letter / withdraw builders / sufficient capacity). The report is due by the end of the week. A report will then be given to this committee. SK confirmed that every stone is being overturned and that it is important that a view is taken. It is not a no but a pause for further investigation to consider all options with the best outcomes for the children.</p> <p>The Chair noted that the timeline needs to be right and must come via the Resources Committee before approval is given by the Trust Board.</p> <p>It was agreed to hold a meeting on Wednesday 14<sup>th</sup> July at 3pm.</p> <p>7.2 <b>Estates Management – Update</b></p> <p>The Chair advised that following the Chairs Update meeting it was agreed that the 3–5-year position would be shared at the September meeting.</p> <p>TS advised that St James is concerned that planning has not been taken on board by the residents. The Chair advised that JL/Melissa are on top of this.</p> <p><b>TS asked what the reputational risk is if planning permission is not granted?</b> SK summarised the risk if planning is turned down then the pitches will need to be returned to the state they were in when Devon handed these over (levelling would be needed, drainage would need to be taken out and top soil). If planning is successful then a tank would be needed for drainage and an all-weather pitch with a metal fencing will be installed with the top pitch just grassed.</p> <p><b>CC asked why planning is needed?</b> SK advised that planning permission was granted with conditions but there was adjustment required to the levels so it was resubmitted.</p> <p>NMD shared her screen and advised that this is a working document. The process established will continue and includes scheduled utility work. Some work at</p>

Okehampton and Tavistock and that the builders/architects are being pushed hard for an update. The plan for Autumn is to meet with every principal in schools and revisit the conditions survey inline with the budgets and establish what is critical.

**The Chair asked whether the document can be shared with the LSB Chairs or is it too detailed?**

TS suggested sharing a screenshot?

NMD advised that predominantly all work is confirmed but that she is concerned to share the condition surveys.

**The Chair asked whether any complaints are expected?**

SK advised that only unforeseen circumstances that we are not already aware of and noted that NMD and her team have worked hard to get to this point.

**Action 1: NMD to share Estates 5-year plan document with Chairs/Resources leads on GovernorHub.**

**TS asked what C-19 support is required for September e.g. ventilation issues?**

SK advised that the guidance is changing daily. Educators are asking for proper ventilation but the government have not committed to anything yet.

PS advised that the cost of installing ventilation would be unaffordable.

SK advised that she will email the committee as soon as guidance becomes clear.

**The Chair asked whether the report would be ready for the Committee meeting on 28.9.21?**

NMD advised that it would not be possible to meet with 17 principles by this date.

The Chair advised that she was reluctant to share with the information with the LSB Chairs before the committee have seen it?

**Action 2: NMD to add caveats to communication with LSB Chairs and that a timeline is needed to manage expectations.**

NMD advised the committee that the new Operations Manager started today and that more work is needed with SK/AR to map put the estates budget. A suite of KPI for after half term will be available in draft format for the next meeting.

**7.3 5-year Estates Plan**

The 5-year is not finished and will hopefully be shared with this committee in September ahead of being shared with the LSB Chairs.

**8. IT**

SK advised that the team would attend the next committee meeting with a presentation. Highlights are:

- Technicians now report centrally to John and Mark.
- Focus currently on AI Level computing specification for next year. Mark is currently looking at the curriculum for computing.
- Any tech can now respond across the trust.
- Remote in 2 factor authentication is now place.
- The team are now going for ISO2701 – the first meeting is at the end of July.
- Penetration tests are being conducted on the network and phishing attacks on staff – they are then directed to training if needs be.

	<p>- Cyber security training is being delivered to the Trust team by the police and may be rolled out to all staff.</p>
<p>9.</p>	<p><b>Business Critical Risks Review of committee specific items</b></p> <p>The Chair advised that there had been no movement on the BCRR and asked whether anything from this meeting needs to be added. Nothing further needs adding.</p> <p><b>TS asked which schools are changing classrooms?</b> SK advised Bosley Cross (3-2 classes) and Bradford (one class of 20 children and an experienced teacher is taking the class with a recruited Early Careers teacher to support individual key stage breakout groups.</p> <p><b>TS asked whether we are confident with the communications that have been put out?</b> SK advised that initially there was some concern but this has now settled.</p>
<p>10.</p>	<p><b>Policies for approval</b></p> <p>10.1 <b>Finance policy</b> SK advised that this now corresponds with the Scheme of Delegation. The procedural elements have been stripped out.</p> <p>CC noted that there was no mention of the IR35 payments to individuals which is new this year. SK confirmed that this is done. The Chair asked for this to be added to the policy.</p> <p style="text-align: center;"><b>Action 1: SK to add the IR35 new process to the Finance policy.</b></p> <p style="text-align: center;"><b>The Committee AGREED the Finance policy.</b></p> <p>10.2 <b>Scheme of Delegation</b> AR confirmed that he has reviewed with SK and cross referenced with the Finance policy. They have the same review dates now.</p> <p>The Chair accessed for the process of budget and accounts sign off to be noted as to go to the Resources Committee who will then recommend it to the Trust Board.</p> <p style="text-align: center;"><b>Action 2: AR to amend the SoD to show that the Resources Committee review the budget before it is proposed to the Trust Board.</b></p> <p style="text-align: center;"><b>Action 3: NMD to remove the empty columns on the SoD</b></p> <p><b>CC asked for clarification on p7 regarding the credit note being issued by the Exec Head/Principals per customer per annum? Are they actually issued?</b> NMD that they are approved by the principals but not issued (customer = parent).</p> <p><b>TS asked for clarification of this committee?</b> NMD advised Resources, Estates &amp; Digital.</p> <p style="text-align: center;"><b>The Committee AGREED the Scheme of Delegation policy.</b></p> <p>10.3 <b>Health &amp; Safety policy</b></p> <p>TS asked for LA committee to be altered to LSB.</p> <p style="text-align: center;"><b>Action 1: NMD to update reference to LSB in the H&amp;S policy</b></p>

	<p><b>The Chair asked for clarification on the red colour on page 28?</b>          NMD advised red – mandatory.</p> <p>The Chair advised that there is a number issuing.</p> <p style="text-align: center;"><b>Action 2: NMD to check numbering on the document.</b></p> <p><b>The Committee AGREED to the H&amp;S Policy following the amendments above.</b></p>
11.	<p><b>AOB</b>          The Chair advised that this is her last meeting and that CC will be Chair of the Resources Committee from September. The Chair thanked the team for all their hard work.</p>
12.	<p><b>Dates for committee meetings</b></p> <p>11.1 28 September 2021 - 4pm          11.2 9<sup>th</sup> November 2021 - 4pm          11.3 27<sup>th</sup> January 2022 - 4pm          11.4 8<sup>th</sup> March 2022 - 4pm          11.5 19<sup>th</sup> May 2022 - 4pm          11.6 4<sup>th</sup> July 2022 - 4pm</p>
	<p><b>The meeting ended at 8pm</b></p>

### **Action Log from 8.7.21 Resources & Estates Committee**

<b>Agenda Item</b>	<b>Action</b>	<b>Actionee</b>
6.2	AR to upload P9 management account to GovernorHub	AR
6.3	AR to include pupil numbers in the budget	AR
6.3	AR to add reserves line to budget.	AR
6.4	SK/The Chair to discuss working party with regards to what will be shared with Trustees / hubs once the pooling system is in place	SK/Chair
6.5	Reserves policy discussion to be added to the Resources Committee agenda.	Chair
6.7	NMD to provide financial processes update at the next committee meeting.	NMD
7.1	The Chair to speak with GB to see whether he wishes to remain on the committee	Chair
7.3 (1)	NMD to share Estates 5-year plan document with Chairs/Resources leads on GovernorHub.	NMD
7.3 (2)	NMD to add caveats to communication with LSB Chairs and that a timeline is needed to manage expectations.	NMD
10.1	SK to add the IR35 new process to the Finance policy.	SK
10.2 (1)	AR to amend the SoD to show that the Resources Committee review the budget before it is proposed to the Trust Board.	AR
10.2 (2)	NMD to remove the empty columns on the SoD	NMD
10.3 (1)	NMD to update reference to LSB in the H&S policy.	NMD
10.3 (2)	NMD to check numbering on the document.	NMD