Finance & Resources Committee Meeting
Queen Emma School
Monday 6th July 2026, 5.30 p.m.
MINUTES

Present:
Sean Lang (CoG)
Sarah Jarman (EHT)
Harriet Philips (Chair)
Stanley Wilson
Julia Neal (joined remotely)
Richard Baldwin
Nicole Wilson
Richard Wilson

In attendance:
Charlene Monk (Locum Clerk), Paula Sugars (Federation/ School Business Manager - SBM)

Apologies: Cath Stubbs and Isabel Nicolson

Not in attendance: Phil Kirkman

The minutes are recorded in the order in which items were discussed during the meeting, which may differ from the published agenda.

	Item	Supporting Paperwork	Notes	Actions
1	Apologies for absence		Apologies were received and accepted from Cath Stubbs and Isabel Nicolson.	
2	Declaration of Interest		No declarations of interest were received.	
3	Agree Minutes of the last meeting.	3.1 Minutes 27.04.2026	Amendment to Minutes: It was noted that a typo amendment was required to the minutes on page 4, item 6. Subject to this amendment, the minutes were **approved** as an accurate record.	Clerk to amend minutes accordingly

			<u>Actions from previous meeting held on 27.04.2026.</u> • The EHT will prepare a letter, after consultation with the next of kin before any sensitive correspondence is issued to families at QED. – **complete.** • EHT to check the location of the QEM sign-in sheet for lone working (staff room) **– complete.** • It was **agreed** that one or two Governors would complete the Prevent Training available on GovernorHub. Governor (LG) and CoG have signed up to this. **– complete.**	
4	What is the impact of decisions made during the last meeting upon the standards and improvement of the Federation?		1. Review of the structure of Full Governing Body and Committee meetings for the 2026/27 academic year.	
5	Matters Arising		No matters arising.	
6	F&R Committee Governance Review		Committee Structure - Proposal to amend the Committee Structure and Meeting Cycle • The CoG provided an overview to Governors of the proposal to replace the current FGB and committee structure with three Finance & Resources Committee meetings, three Full Governing Body (FGB) meetings, and an annual FGB Budget meeting each year. • Developed in response to budget constraints, aims to reduce duplication, strengthen governor involvement in strategic priorities, and improve meeting efficiency. • If approved at the July 2026 FGB meeting, the revised structure will be trialled for one academic year. • Clear Terms of Reference (ToR) will be established for both the F&R Committee and FGB, with meeting planning focused on key priorities.	

			• The EHT has drafted revised FGB ToR for approval at the FGB meeting on 13.07.26. • Policy reviews relating to Standards & Improvement (S&I) would be undertaken through regular meetings between the CoG and EHT before being presented to the FGB for approval. • It was noted that curriculum, standards, and improvement discussions currently undertaken by the S&I Committee would remain a key focus of FGB meetings. • The proposal was discussed at the S&I Committee meeting on 22.06.26, where members **agreed** it was a sensible approach that would reduce duplication while ensuring standards and school improvement remain central to governor discussions. • Governors recognised that reducing meeting commitments would create additional capacity for monitoring visits and support the completion of subject-specific curriculum visits aligned to the SEF and Ofsted framework. • Governors were supportive and in **agreement** of the proposal, noting that a streamlined meeting schedule would be more manageable, make better use of governors' time, support recruitment of new governors, and allow greater focus on monitoring activities. • The CoG and EHT noted the importance of careful meeting planning and aligning agendas with LA-recommended termly governance items. • Governors were also informed that remote clerking support is available through the Local Authority	

			following unsuccessful recruitment to the Clerk role. • A final decision on the proposed governance structure and clerking arrangements will be taken at the July FGB meeting, with any agreed changes implemented from September 2026. 6.2 Governance Structure and Election of F&R Committee Chair • The CoG advised that, under the proposed governance structure, the S&I Committee and S&I Chair role would cease, with two Vice Chairs (and CoG) appointed to support the FGB. • The Committee noted that the current F&R Committee Chair (HP), will be stepping down as a governor. • Governor RB self-nominated for the role of Chair of the F&R Committee from September 2026. • The nomination was supported by the CoG and EHT, and no other nominations were received. • The Committee **agreed** to recommend RB's appointment to the role from September 2026. • The CoG expressed sincere thanks to HP for her commitment and support during a challenging period, acknowledging their valued advice and contribution to governance. 6.1 Review Terms of Reference (ToR) for FGB Approval • It was noted that the EHT has also drafted revised FGB Terms of Reference for consideration at the FGB meeting on 13.07.26. • The EHT recommended that both sets of ToR include guidance on meeting etiquette, including providing	

			advance notice for requests to attend meetings virtually, with short-notice requests accepted only in exceptional circumstances, to reduce administrative burden. Amendments to the F&R ToR: • Section 6 – remove outdated RAP wording. • Section 9 (Finance) – correct clerical error. • Section 6a (Finance) – merge points 6, 7 and 8 into one paragraph. • Section 6b (Personnel) – remove reference to monitoring staff absence. Governors reviewed the revised Finance & Resources (F&R) Committee Terms of Reference (ToR) circulated in advance and **agreed** the amendments for recommendation to the FGB for approval in September. **Governor challenge:** With reference to Section 6a (Finance), point 2, which states: *"To review the allocation of any targeted funding, such as pupil premium, and to monitor its impact on pupil learning and wellbeing, and to ensure that this is reported annually on the Federation website"* — how will Governors monitor impact? Response: The EHT explained that Governors will receive and review pupil performance data through FGB meetings, including data relating to pupils in receipt of Pupil Premium and other groups. Access to IDSR data will further strengthen Governors' ability to evaluate progress and attainment. The EHT also highlighted the importance of increasing governor monitoring visits, with dedicated time each term for governors to review provision and evidence of impact for key	

			pupil groups. **Governor challenge:** With reference to Section 6b (Personnel), point 6, is monitoring staff absence a committee responsibility? Response: The EHT confirmed that governors do not monitor staff absence operationally. Any governor oversight should relate to the effectiveness of attendance policies and strategic approaches to staff wellbeing and absence management. Following discussion, Governors **agreed** that direct monitoring of staff absence should not form part of the Committee's responsibilities. **GovernorHub – Document Storage** • The CoG advised Governors of a requirement within the LA clerking Service Level Agreement (SLA) to use GovernorHub as the central platform for governance administration and document storage from the start of the new academic year. • As GovernorHub is the platform used by LA clerks across all schools, moving governance documents to the system will streamline administration and ensure compliance with service expectations. • The EHT provided a demonstration of the platform to Governors. • Governors noted the benefits of using GovernorHub, including: • A single location for agendas, minutes, and governance documents. o Improved accessibility from any device. o Better document organisation and	

			continuity when governors or clerks change. o Access to governance guidance, training, and resources. o Tools to support governance effectiveness, compliance monitoring, and communication. o Easier access to documentation for inspection purposes. o Reduced administrative workload for school leaders. o Improves Ofsted readiness through quick and easy access to governance documentation in one central location. • It was **agreed** that governance documents will be uploaded to GovernorHub from 1 September 2026 onwards. • Historical documents will remain available in the secure Governors' area of the school website and can be accessed there if required. • Governors noted that this approach is supported by the LA and is considered the most practical solution for the school.	
7	Business Manager's Report (PS)		The Committee received the F&R Committee report, the Digital & Energy Services (Hersh) May report and the QEM/QED Maintenance Snapshot (July 2026) that had been circulated shortly before the meeting. The SBM apologised for the late distribution of the documents. 7.1 Key Headlines, including Staffing update, from the F&R Committee Report (6 July 2026) • Teaching vacancies filled across both schools, recruitment checks in progress. • Flexible working requests approved and further requests	

			under review. • QEM staffing restructure completed to support one-form entry transition and financial recovery, 20 hours have been lost. • Recruitment to the vacant QEM Site Manager post remains challenging, and contingency arrangements are being explored. • Agency cleaner engaged at QED to maintain cleaning standards during staff absences. • 2025/26 budget closed; some year-end accounting issues identified and being addressed. • Financial controls and budget monitoring processes are being strengthened. • Current financial reports are being validated with CCC Finance before presentation to governors. • Governors received a high-level summary of the Federation's financial position, noting that all due invoices had been paid as of 03.07.26 and the June 2026 bank balance stood at £368,218.05. • QEM Deficit Recovery Plan submitted; LA response on FIG actions awaited. • Pupil numbers remain stable across both schools. • No capital expenditure reported. • Maintenance works progressing, including CCTV repairs and site improvements. • ICT contract renewed, catering, mobile phone, and Smart Board contracts under review. • Health & Safety inspections and statutory servicing continue as planned. • Awaiting LA update on future arrangements for the vacant QEM caretaker's property. • Benchmarking data continues to support priorities	

			identified in the financial recovery plan. 7.2 Key Maintenance Works The report was reviewed in detail. QED Safeguarding Works: • Discussions continue with contractors regarding safeguarding improvements at the front of the school. • A site meeting with fencing contractors took place and quotations for fencing works are awaited. • The Local Authority may be approached to contribute towards costs as the works relate to safeguarding. Internal Works (Fire Doors): • Cost-effective solutions are being explored. Fencing: • Quotations for both fencing and internal works remain outstanding. • Site visits with three contractors over the past two weeks have been undertaken. QEM Heating Repairs: • The SBM provided a verbal update. • A manual reset is currently required every three hours to maintain hot water. • If this does not resolve the issue, further investigations and quotations will be required, including potential work to the manifold. Solar Panels:	

			• A response was received from Hersh in May 2026 and shared with Governors. • Quotations for repair and maintenance works have been requested and are being chased. • The EHT expressed concern that when the solar panels were installed in 2016, no ongoing maintenance plan was established. As a result, the panels are currently non-operational, refurbishment costs are now being considered, and the school continues to repay the associated loan. Solar Panels – Funding Considerations • The EHT advised that the school continues to repay the Local Authority loan associated with the solar panel installation. • Discussions have taken place with the School Finance Adviser regarding whether capital funding could be used to support refurbishment works, including replacement flashing, wiring, and screening. • It will be the Governors decision whether investment in refurbishing the solar panels would provide sufficient long-term benefit through energy savings and income generation. • The SBM reported that obtaining quotations has been challenging, but discussions are ongoing with relevant Local Authority departments to progress this work. **Governor challenge**: Is there any possibility of seeking Local Authority support towards the significant heating repair costs at QEM? Response: Discussions have been pursued as far as possible. The issues appear to relate to maintenance requirements,	

			including the manifold, which should have been addressed earlier. **Governor challenge**: Is there sufficient budget available to cover maintenance costs? Response: Maintenance costs continue to rise due to increasing supply and contractor costs. The extent of the expenditure will become clearer once all quotations have been received. **Governor challenge**: Can the school revenue budget be used to fund maintenance works? Response: Revenue funding is limited, with approximately £35,000 available across the schools and around £10,000 allocated per school. **Governor challenge**: Is additional funding required? Response: Additional funding cannot be requested. Existing resources are limited and funding has already been directed towards other priorities. **Governor challenge**: Can revenue funding be transferred to capital funding? Response: Yes. The SBM confirmed an £80,000 underspend, of which Governors were previously aware of £45,000. Around £35,000 remains available. Significant savings have also been achieved through staffing efficiencies. **Governor challenge**: Are there sufficient funds available for maintenance priorities? Response: Current projects are being supported through a combination of school funds and external contributions. For example, the QED floor sanding and polishing project was	

			funded through PTA income.	
8	SMER Update (PS)		**Governor challenge:** Will the 2026/27 budget be finalised by the next meeting and is the Federation in a good financial position? Response: The SBM confirmed that the 2026/27 budget has been approved and signed off. A SMER update will be presented at FGB01, including August financial information (covering the first five months of the financial year) and a year-end forecast. No further update was provided.	
9	Maintenance Quotes (PS) Quotes for review and consideration	9.1 Queen Edith Laptop & Desk Top PC Summary of Quotes 9.2 Irvine Knight Laptops 170626 9.3 Irvine Knight Desktops June 2026 9.4 CCC ICT Desktops 9.5 CCC ICT Laptops Service Quote 250626	All quotes and the summary comparison for the replacement of two desktop PCs and nine laptops were circulated in advance for Governors' review. **Governor challenge:** Why do the ICT Service quotes not include VAT, whereas the Irvine Knight quote does? Response: The SBM explained that ICT Service does not charge VAT to educational establishments, whereas Irvine Knight is an independent supplier and therefore VAT applies. **Governor challenge:** Why were two of the three quotes obtained from ICT Service? Response: The SBM confirmed that a third quote was requested from DELL, but no response was received. The request will be retained on file as evidence that three quotes were sought in line with procurement requirements. Following review and discussion of the quotes, Governors **approved** the Irvine Knight quotation as the lowest-cost option at £5,977.17, with ICT Service to undertake the device setup.	

10	Policies for review and ratification	10.1 Anti-Fraud and Corruption Policy 10.2 Critical and Major Incidents Policy & Plan 2026 10.3 Driving Safely at Work Policy	**Anti-Fraud and Corruption Policy** The EHT advised that this is the LA model policy and highlighted previous concerns regarding access to the finance inbox and delays in resolution by the LA Finance Team. The risk has now been mitigated through revised procedures, including access being granted to two members of staff. **The policy was ratified.** **Critical and Major Incidents Policy & Plan 2026** The EHT advised that this is the LA model policy, reviewed annually. Minor updates had been made, and the policy and plan had been adapted to reflect the Federation's arrangements. **The policy was ratified.** **Driving Safely at Work Policy** The EHT explained that the policy had been introduced following staff queries regarding insurance requirements when travelling between sites. Staff claiming mileage must hold business-use insurance, as recommended by the Health and Safety team. The policy clarifies this requirement and notes that business-use cover can often be added to a car insurance policy at no extra cost. **Governor challenge:** Does the policy apply only to school-related travel? Response**: Yes** **Governor challenge:** How will staff be informed of the policy requirements? Response**:** The policy will be circulated to staff, and mileage claim procedures will include a prompt requiring staff to	

			confirm they hold business-use insurance. **The policy was ratified.**	
11	Health and Safety Report (SW)	11.1 Minutes 01.06.2026 11.2 Safety Committee Inspection Report 01.06.2026	• Governors acknowledged receipt of the Health and Safety Committee minutes and inspection report dated 01.06.2026. • Governors noted the major maintenance priorities previously discussed under Agenda Item 7.2, including QEM solar panel repairs, replacement of the dining hall roof soffit due to asbestos, and improvements to the QEM school entrance and fencing. • Governor SW reported on the Health and Safety inspection undertaken in June. **Governor challenge:** An area identified during the inspection was the damaged dining hall soffit, which presents a potential asbestos risk. How is this being managed? Response: The EHT confirmed that the sports hall area is secured, locked, and inaccessible, ensuring the risk is appropriately controlled pending remedial works.	
12	Update on Sports Premium Funding (SJ)		• The EHT provided an update on Sport Premium funding. • Governors noted that current funding has supported initiatives to increase pupil participation and engagement in sport, including BMX and Sports Leaders programmes. • The EHT advised that Sport Premium funding is expected to cease and that schools are anticipated to receive a one-off transfer payment of approximately £6,000 in September 2026 and January 2027. • Governors were further advised that the Local Authority is considering the development of Local Sports Hubs to collaborate with schools in identifying and supporting sporting priorities and coordinating physical activity	

			opportunities. • Further guidance and information are awaited.	
13	PPA cover quotes for approval	13.1 PPA Cover Quote Summary September 2026 13.2 PPA Enrichment May 2026 13.3 Premier Sports (Education) 12.06.2026 13.4 Zoosh Education 17.06.2026	• Governors reviewed the documents, which had been shared in advance. • Three quotes are obtained annually for the delivery of PPA cover through an external provider. • Premier Sports has delivered the service successfully in the past and has received consistently positive feedback. • The provider offers experienced staff who function as positive role models for pupils and support the school's PE provision. • Existing contracts expire at the end of the current term, and a new provider is required for the 2026/27 academic year. • Governors also noted the requirement from September 2027 for PPA cover to be delivered by a qualified teacher or an appropriately qualified sports professional, in line with DfE guidance. Governors **approved** the recommendation to appoint Premier Sports.	
14	Safeguarding		• As reported under agenda item 7.2 (Key Maintenance Work), the ongoing fire door, fencing and internal works at QED present a safeguarding risk, which continues to be monitored and managed appropriately. • QED DHT (HB) and QEM DHT (RH) have attended safeguarding training. • A recording will be shared with relevant staff and governors who were unable to attend.	
15	Governor Training reports		• The Prevent training was cancelled; the CoG and Governor (LG) have re-booked. • The CoG attended the Annual Governance Conference.	

16	Correspondence Circulated		• The EHT advised that the Local Authority will provide a one-off payment to schools that experienced significant delays in EHCP finalisation. • QED will receive £10,413.44 in recognition of the impact of these delays. • The payment for QEM is expected to be significantly lower, with the amount due to be confirmed on 7 July 2026.	
17	Items to be reported to parents		None	
18	Any other business		Catering Contract • The SBM reported that initial enquiries into the catering contract are underway. • Due to the contract value and procurement requirements, this will be a substantial piece of work. Three quotes will be sought ahead of the January tender process, with consideration given to quality, capacity, and future service provision. SATS Results • SATs results have been delayed and are now due to be released on 16 July 2026.	
19	**Date of next meeting:**	**Monday 12th October 2026, 5.30pm** Held at Queen Emma School	There being no further business the meeting closed at 19.21pm.	

S. F. Lowy

Signed by:

Date: 12/10/2026

Sean Lang, Chair of Governors