

**Minutes of Resources Committee Meeting (Part 1)**  
**Tuesday 3<sup>rd</sup> February 2026, 16:00-18:00**  
**@ ASPS Community Room**

**Present:** Adedayo Benson, Andrew Burrell, Dave Dymond, Aaron Hatherley, Francis Jakeman, Laura Kerr (ASPS HT), Christian Lim (Redlands HT), Andrew Linnell, Chris Robinson (Chair), Bethany Wright.

**Apologies:** none

**In attendance:** Alice de Croos (Head of Operations), Liz Newton (Redlands Business Manager)

**Clerk:** Rowena Perry

	<b>Section one – Procedural</b>
1	Welcome & Apologies: Those present were welcomed to the meeting. No apologies had been received. Kris Jones was absent. AdeCroos and A Benson joined via Teams.
2	Declarations of interest: none
3	Minutes of previous meeting: Approved subject to the following changes: Addition of page numbers Removal of 'ghost' header Addition of part 1 and part 2 to title
4	Matters arising and actions: <b>Action 35:</b> Review Strategic Risk register – outstanding. All other actions completed. With regards to Action 37: investigate GDPR training for Governors – a new training platform will be available shortly and Governors will be notified.
	<b>Section two – Finance</b>
5	Head of Operations report, including updates on: Asset Management Plan: this is in development; tours have been done of both schools to assess what is needed. <b>Action:</b> plan will be brought to FGB 7 <sup>th</sup> July. Redlands has c£30,000 in the capital fund with plans to replace Whiteboards and

	<p>install a Trim Trail, timescale for the latter unknown as dependent on planning process. Alfred Sutton has c£12,000.</p> <p>5 Year IT development plan: a meeting has taken place with Tri to discuss the plan which will provide a rolling programme of replacement. The Whiteboards that need replacing have been identified, agreed policy with these is to 'replace on fail'. Alfred Sutton have had a new server, wifi and broadband at a cost of approximately £100,000. The plan is to identify what is needed on an annual basis and to look at alternatives to iPads, review whole IT curriculum and how it can be 'future-proofed'. The IT plan will be shared with Governors when completed.</p> <p>The guidelines around capital spend are very tight.</p> <p><b>Governor question:</b> will the lack of an AMP prevent Trim Trail going ahead? Response: no.</p> <p>£13,000 is due to be spent from Alfred Sutton capital fund on new doors, as part of energy efficiency funding.</p> <p>Senior leadership team are making capital spending decisions tactically; in; governors agreed such pragmatic decisions were appropriate but asked for a draft Asset Management Plan to be provided by the next FGB'.</p>
6	<p>3rd quarter revenue and capital reports for both schools:</p> <p>Capital reports discussed above.</p> <p>With regard to revenue, Alfred Sutton have halved their in-year deficit. Whilst Redlands has not moved enough the result is better than expected.</p> <p><b>Governor question:</b> what extrapolation was the budget based on and are we above or below? Response: The pupil numbers that the budget (3<sup>rd</sup> quarter report) was based on was already confirmed and agreed at budget setting, with the exception of Nursery spaces. The funding was calculated at LA level, based on the children on roll on the day of October 2024 census. This funding is fixed. In terms of budgeting for future years, we can model scenarios based on what we know about local trends, indicative numbers for September etc.</p> <p>For Nursery, we get funded for actual numbers on roll at each census. This is the only part of the main funding that is not set in stone at budget setting. To work out our indicative early years funding we look at numbers on roll over the past few years, and consider waiting lists etc. The funding is then confirmed termly after each census.</p> <p><b>Governor question:</b> is it ok to have a few spaces? Response: information on numbers is in the Head of Operations report. Indicative budgets have been received and pupil numbers are lower than in recent years. Early years numbers are done on a termly basis. Funding is lagged and linked to census day (ie actual numbers in school on a particular day). . We are able to put different scenarios into our budget software and model different pupil numbers. Indicative pupil numbers are looking strong for September.</p> <p>Alfred Sutton has reduced their deficit by half. <b>Governor question:</b> will this continue</p>

	<p>to improve? Response: we will probably finish the financial year on that figure. Increase in SEND funding has been noted. RBC have told us to spend some of the funds carried forward.</p> <p>Details on Redlands deficit are at the bottom of page 2 of their report. <b>Governor question</b>: what are the plans to improve Redlands' deficit? Response: we are reducing staff costs by not necessarily recruiting 'like for like' when someone leaves and reviewing the leadership structure. The challenge is that staffing is such a high proportion of costs that it is impractical to generate significant savings in non staff areas. Budgets have been frozen and the Get Active contract finishes at half term.. Historically Redlands has had a number of senior teachers on higher salaries and have invested to improve the quality of education.</p> <p><b>Governor question</b>: are we missing out on any income opportunities? Response: we obtained a grant from Morrisons, there will be other grants available but need to have charitable status so it is usually the PTA who apply for these.</p>
7	<p>Deficit action plan update:</p> <p>The Redlands deficit action plan is on GovHub with this term's updates in green.</p> <p><b>Governor question</b>: are RBC suggesting that we should do any thing differently? Response: we have had a full review by RBC and are are working closely with them.</p> <p><b>Governor question</b>: there is a c£2,000 underspend on energy, how did this come about? Response: the budget was an estimate. Noted that RBC bulk buy energy when the price is low and generally achieves a good result.</p>
8	<p>Review of SLAs ahead of budget setting:</p> <p>It was noted that these are comparable with other schools, there were no questions.</p> <p><b>Decision</b>: Alfred Sutton SLA's approved unanimously.</p> <p><b>Decision</b>: Redlands SLA's approved unanimously.</p>
9	<p>SFVS:</p> <p><b>Governor question</b>: item 3 Does the governing body receive clear and concise monitoring reports of the school's budget position at least 6 times a year? Shows as partly met, why isn't this fully met? Response: reports aren't sent 6 times a year but from September Redlands reports have been sent to Chair of Governors and Chair of this committee on a monthly basis. Reports are also discussed at link governor meetings. Budget reports go to Resources committee three times a year and to FGB three times a year. Outturns are signed off six times a year by the Chair.</p> <p>The Clerk pointed out that to fully meet this criteria reports could be sent via email to FGB in between meetings.</p>

	<p>With regards to item 30 Does the school have adequate arrangements for audit of voluntary funds? AdC has found an accountant who will provide a quote after the end of the tax year. We might be able to ask our new governor or one of his colleagues. The role only requires a book-keeping qualification if anyone knows anyone who would be interested.</p> <p><b>Decision:</b> approved unanimously with minor changes to response to item 3.</p>
10	<p>Financial benchmarking:</p> <p>DD had compared our schools with other Reading schools and found the difference was less marked.</p> <p><b>Governor question:</b> Educational ICT comes up as 'high' in both schools and non-educational support staff and services is medium at Alfred Sutton and high at Redlands, can you explain why this is? Response: Redlands has three 'high' ratings (Ed ICT, non-educational staff, and teaching staff) – so pretty much all staffing lines are higher than comparable schools. Investment in the relatively expensive capacity of DHTs etc at Redlands enabled the school to make the progress it has.</p> <p>Educational IT is high in both schools (and will be again this financial year for Alfred Sutton) as we had a great deal of infrastructure changes required in order to meet minimum filtering and monitoring requirements for KCSIE. At Redlands we upgraded the WIFI and broadband to support this.</p> <p>At Alfred Sutton, we have upgraded all staff PCs so they run Windows 11, and last year we upgraded 50% of the IWBs. This year we have had new switches throughout, new WIFI, a new server and upgraded broadband. The additional cost of the Federation IT project is also included.</p> <p>We are overspending on software packages, particularly for the curriculum. So are planning to spend some time as a team reviewing our use and trying to rationalise.</p> <p><b>Governor question:</b> TA costs are higher than at comparable schools, why is this? Response: At Redlands, we know we have a lot of support staff compared to benchmarks partly because we have three children in Year 6 with complex needs, who require 1:1 support. During this financial year we have made real progress with reducing this, and as of the end of February 2026, we will have reduced our TA capacity by 78 hours per week with no plans to replace these staff.</p> <p>We are pre-screening the new intake but it is common to have children starting who do not speak English and we often find out after they have started that a child has complex needs. Whilst EHCPs come with funding you can have children without an EHCP who need a higher level of support. We are consulted about children with EHCPs, the issue is with children joining who have needs but no EHCP. It is safest to assume that those joining will have the same needs as those leaving.</p> <p>According to ARP standards we are not over-staffed but we do need to review how</p>

	<p>we use this staff time.</p> <p>Additionally, we have taken the ASPS Finance Officer support out of Redlands and LN and the admin team have picked up this work.</p> <p>This FY the cost of the EHT to 31st August was removed from Redlands completely, and we reduced from 1.5 to 1.0 FTE for DHTs. From September, our plans regarding the Redlands DHT with a teaching commitment will also ease the pressure, and we will not be renewing the contract of a UPS teacher who has been covering a maternity leave.</p> <p>Another thing to factor into Redlands is that we employ the cleaners directly, whereas at Alfred Sutton we use a contractor, and these commitments are recorded under different CFR lines.</p> <p>At Alfred Sutton Non-educational support staff is flagging as high, and this includes lunchtime controllers and office staff. A full-time office team member retired in August and has not been replaced, and we have reduced the number of LTCs we employ by three, because our playground audit and new lunchtime plan is less labour intensive, hopefully this will bring us back in line with benchmarks next year.</p> <p><b>Governor question:</b> do we use agency support staff? Response: No.</p> <p><b>Governor question:</b> do we know ARP funding for next year yet, if not when will we know? Response: there is a meeting next week with RBC to discuss what the situation..</p> <p><b>Governor question:</b> there is some frustration from staff at lack of supplies and concern that this is affecting morale? Response: we have frozen curriculum budgets at Redlands where possible. Some class teachers had got used to spending freely which has been stopped so there has been an impact on morale but there is a culture shift.</p> <p>RBC understands the context and reasons for Redlands spending/deficit.</p>
11	Federation leadership structure: covered under finance in part 2 of minutes.
12	<p>Finance Link Governor report (verbal):</p> <p>Not much to report in addition to what has already been discussed. Thanks to AdC and LN for helping governors understand financial matters.</p>
	Section three - Human Resources
13	<p>Staff CPD: this is listed in the HOO report.</p> <p><b>Governor question:</b> is there a CPD plan? Response: yes. Training is shared across both schools as much as possible for example there was joint inset day in October.</p> <p><b>Governor question:</b> when was the staff survey sent out and were there any actions as a result? Response: it was sent just before Christmas. At Redlands staff wanted to feel the impact of inclusion throughout whole school so a CPD session has been</p>

	run and a 'You said: we did' document has been shared.
	<b>Section four – Premises/Health &amp; Safety</b>
14	<p>Health &amp; Safety Link Governor Report: AdC has done a lot of work on accident statistics, slips, trips and knocks are highest in playground in break times. There is a plan for playground changes. Regular meetings are held to coordinate inspections and reports.</p> <p>We will be standardising how lunchtime controllers work.</p> <p><b>Governor question:</b> why are incidents numbers so high? Response: staff between the two schools treat knocks and slips differently with regard to recording, there is more systematic reporting at Redlands. The playground at Alfred Sutton can feel chaotic and confusing and children present for medical assistance to get a break from this and it generates a tracker report. The plan is for children needing well being support to be triaged in a well being area by senior staff who will identify children who need medical support.</p> <p>DD plans to drill down into the data and meet with LK and CL to get reassurance that we are doing enough to keep the children safe.</p>
15	H&S Audits: RBC audits are reviewed. There was an action point regarding asbestos and training at Redlands which has been completed. The roof contractors will be completing their work and leaving the site in April/May.
16	<p>Playground audit at Alfred Sutton</p> <p><b>Governor question:</b> why is the north playground not shown in the zoning map? Response: in future no pupils will be taking lunch in the north playground.</p>
17	Update (standing item) including Cyber Security: this is covered in HOO report. Kris Jones is link governor for Cyber Security. <b>Action:</b> DD to discuss with KJ.
18	GDPR audit: actions from audit are in progress.
	<b>Section five - Policies</b>
19	<p>Policies listed below are all RBC model policies except the last policy which is adapted from one provided by The Key.</p> <p>a) Children with Health Needs who cannot attend school: this policy has slightly changed its names. <b>Decision:</b> approved.</p> <p>b) Staff Grievance Policy. <b>Decision:</b> approved with correction to appendix 2.</p> <p>c) Staff Disciplinary Procedure. <b>Decision:</b> approved.</p> <p>d) Managing Poor Performance. <b>Decision:</b> approved.</p> <p>e) First Aid Policy. <b>Decision:</b> approved.</p>

	<b>Section six – Other business</b>
20	Clerk's update: There have been five nominations for parent governor so there will need to be an election.
21	Any other business: none
22	Issues for parents/confidentiality: see part two minutes.
	Date of Next Meeting: 14-Apr-26 16:00-18:00

The meeting finished at 18:05



**Actions:**

action no.	Meeting date	Agenda item	Action:	Responsibility:	Timescale:
35	06-Nov-25	11	review strategic risk register at strategy day	All governors	18-Nov-25
57	03-Feb-26	5	Asset Management Plan plan will be brought to FGB 7th July	Alice de Croos	07-Jul-26
58	03-Feb-26	17	discuss cyber security with lead governor (Kris Jones)	CoG	ASAP