

**Joint meeting of
SAT RESOURCES COMMITTEE
WSC RESOURCES COMMITTEE**

Minutes of the hybrid meeting held on 22 November 2023 at 4.00pm

Present physically: A Duffety, WSC Governor – **WSC Vice Chair**
C Higgins, SAT Trustee and WSC Governor – **Chair**
K Chapman, WSC Governor
K Points, SAT Trustee

Present virtually: D Wildridge, SAT Trustee – **SAT Vice Chair (part)**
E D'Souza, SAT Trustee and WSC Governor **(part)**
R Hetherington, WSC Co-opted Governor

In attendance: A McGarel, Chief Finance Officer
A Swift, Group Director Estates
A Wheeler, Executive Director Curriculum Initiatives
C Willcocks, Group Director IT
D Townsend, Health and Safety Manager
G Grainger, Chief Information Officer
M Chatt, Interim Chief Finance Officer
N Savvas, Chief Executive Officer
S Gales, Governance Professional
S Graham, Chief People Officer
S Hart, Group Head of Health and Safety

Apologies: R Murray, SAT Trustee

Absent:

1. Appointment of Chair and Vice Chair(s)

The Committee recognised C Higgins as the Chair and A Duffety and D Wildridge as Vice Chairs of the joint SAT and WSC Resources Committee for 2023/24 as appointed by the Corporation and Trust Board on 31 October 2023.

2. Declaration of Interests and Apologies for absence

Members recognised the standing declarations. No other conflicts of interest in relation to the items of the agenda were declared.

Apologies for absence were received from R Murray.

The Chair welcomed everyone to the new Committee and explained the rationale for creating this joint Committee.

The CEO noted that, following the departure of the Group Operations Director, the resources team line management structure has changed and provided a verbal update on the new structure and the team's areas of responsibility. The Chair thanked Richard Stevenson for his contributions and wished him well in his new role.

Members asked that future reorganisations of the senior team be communicated to the Boards and for an updated organogram of individuals and responsibilities to be available in GovernorHub for reference.

3. Committee Terms of Reference & Committee Skillset

Members received and considered the Terms of Reference and Committee Skillset provided.

Members discussed the responsibilities within the 'Terms of Reference' and **proposed** rewording responsibility 6 to "To monitor Health and Safety KPIs and

Action

CPO
Gov.
Prof.

Gov.
Prof.

ensure statutory compliance”; rewording responsibility 8 to “To monitor KPIs relating to Human Resources and to receive assurance on completion of staff appraisals, employee relations, wellbeing, talent architecture and recruitment and their impact on the organisation; and to add to responsibility 10 the word ‘inclusion’.

Members discussed how staff morale and engagement feeds into governance, and noted this would be evidenced in the data and policies on staff wellbeing as well as via governance member’s First-Hand engagement and triangulated to the Board’s via their feedback.

Members **proposed** amending the quorum to “The quorum for meetings of the Committee shall be three appointed Committee members”.

Gov.
Prof.

Members **approved** the Committee Terms of Reference & Committee Skillset, subject to the amendments above.

4. **Minutes of the meetings on 14 June 2023**

Members reviewed the minutes of the SAT Resources Committee meeting held on 14 June 2023 and WSC Resources Committee meeting held on 14 June 2023; and **agreed** them as an accurate record.

5. **Matters arising from the meeting on 20 February 2023**

Four of the eleven matters arising from the previous meetings were complete with seven ongoing which were discussed in other agenda items below.

6. **Risk Register Extract**

Members received and considered the paper provided.

Members discussed WSCR064/SATR063 (relating to migration to a single domain) and queried if this has been sufficiently downgraded. The CFO answered this.

Members noted there are multiple common risks which appear duplicated as SAT/WSC risks and queried the plans to address this. The CFO answered this. Members suggest the Audit and Risk Management Committee consider how best to implement EEG risks where/as appropriate.

FA Risk

Members discussed WSCR062/SATR060 (relating to pupils using AI) and noted there is a wider risk about the use of AI for our business operations in terms of data security and the need for an ‘AI use’ policy and noted the risk of lagging behind if we do not use AI. Members **recommend** the Audit and Risk Management Committees consider including this wider risk in the risks relating to AI, which should be mitigated and that an AI strategy is developed.

FA Risk

Members reviewed the risks and **felt assured** that the mitigations proposed were appropriate.

PEOPLE

7. **HR**

i. **SAT Termly KPI and EDI report (summer term)**

ii. **WSC Termly KPI and EDI report (summer term)**

Members received and considered the paper provided, and the CPO summarised the key points.

Members complemented the reorganisation of the group HR team and their innovation and successes in achieving better than sector average outcomes.

D Wildridge left the meeting at 3.30pm

Members asked future reports to add sector benchmarks alongside the KPI metrics.

CPO

Members commended the support offered to staff and to managers to support their leadership and management skills and queried the impact of these interventions on staff morale. The CPO answered this and emphasized the innovative wellbeing programme in place.

Members noted national trends for more flexible working patterns and queried the Group's experience. The CPO answered this, noting that the Group encourages flexible working where appropriate and other innovative practice, the effectiveness of this is illustrated by better than sector performance in recruitment and retention.

Members noted the time to hire has declined and queried how this has been achieved. The CPO answered this.

Members with the CPO discussed the reasons for rising variation to contract requests in specific teams.

Members queried the balance of staff across the Group, and asked the next report to show analysis of this and how the proportion of different staff types has changed over time.

CPO

COMPLIANCE

8. Health and Safety

- i. SAT Termly report (summer term)**
- ii. WSC Termly report (summer term)**

Members received and considered the papers provided, and S Hart and D Townsend summarised the key points.

The CPO confirmed that future reports will be streamlined into a single report, and the WSC/SAT data harmonised to create a Group-wide report.

Members discussed plans to increase capacity across the Group for H&S related activities.

Members complemented the detail of the report and the continuing improvements in health and safety performance.

Members noted there were significant educational trips last year, and queried how we will ensure staff have the required skillset and capacity to conduct the associated H&S risk assessments and policy compliance. The CPO answered that the team are aware of this and that the Group Head of Health and Safety will present a further update to the next meeting.

S Hart

Members asked future reports to provide more commentary on the data and outliers (as discussed by the Health and Safety Board) with the associated actions planned to address issues and a timeline for completion. Members also asked for a regular, separate compliance report – combined with that of Estates – to provide assurance that all legal compliance matters had been addressed and a timeline for ensuring compliance matters which may have been delayed.

S Hart

VIRTUAL INFRASTRUCTURE

9. Data, Systems and Processes

Members received and considered the paper provided and the CIO summarised the key points.

Members thanked the CIO for the paper, which had been requested, as it clearly spelt out the intentions and priorities of the long-term programme and commended the progress and approach. Members queried how best to monitor the impact of the many individual projects and receive assurance they are completed in a timely fashion, achieve the desired intent and return on financial investment. The CIO outlined how business cases for each project are evaluated by the Executive for intent and impact, and by the Finance team to ensure return on investment. The CIO

CIO

agreed to include a summary of the business cases approved and progress against them in future reports.

Members commended the focus on developing use of AI and asked for a further update on the development of a group AI strategy at next meeting.

Members commended the proposal to implement an in-house Group-wide payroll system and queried how this will be implemented to reduce risk. The CIO answered this.

CIO

10. IT

Members received and considered the paper provided and the Group Director IT summarised the key points.

Members fed back that staff voiced frustration, during their First-Hand events, at the impact of the domain migration project on IT accessibility in the first few weeks of term; and queried if these issues have been resolved. The CPO and Group Director IT answered this.

Members noted there were internet connectivity issues across our sites on Monday and queried if this has been investigated and the cause. The Group Director IT answered that it was nationwide, not specifically the Group, and was following up with the appropriate external agencies.

Members discussed the impact to staff of delays to desktop support and asked for more detailed analysis of how best to improve average resolution time by issue type at the next meeting.

Group
Dir. IT

Members discussed the security scores and queried what our benchmark should be. The Group Director IT to consider and propose at the next meeting.

Group
Dir. IT

PHYSICAL INFRASTRUCTURE

11. Estates and Property

Members received and considered the paper provided and the Group Director Estates summarised the key points.

Members commended the estates team for the maintenance work completed over the summer.

Members discussed the maintenance schedule and the Group Director Estates agreed to share the document and the condition survey once it has been analysed with costs and priorities identified by the team.

Group
Dir. Est.

[E D'Souza left the meeting at 5.00pm](#)

12. Sustainability

Members received and considered the paper provided and A Wheeler summarised the key points.

Members noted that we need to create a culture of sustainability and nurture both collective and personal accountability for helping to deliver our sustainability strategy, and queried if sustainability should be included in the objectives and performance development reviews of staff. The CPO answered this.

The Chair asked for a timeline for when the sustainability strategies will come to Resources Committee at the next meeting.

A
Wheeler

13. Any Other Business

i. Review of the meeting

Members reflected that the inaugural joint meeting has been highly effective and allowed sufficient time for discussion.

Members discussed the length of the papers and noted the level of detail was excellent and appropriate for analysis by the Executive, but asked the Executive to refine their reports further and make greater use of executive summaries to capture key information (e.g. trends, risks/concerns and their associated action plans and timeline) with additional detail appended/hyperlinked to the report.

Exec.

The meeting closed at 5.15pm