

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

Minutes of the hybrid meeting held on 28 February 2024 at 3.00pm

Present physically: K Points, SAT Trustee

Present virtually: A Duffety, WSC Governor – **WSC Vice Chair**
D Wildridge, SAT Trustee – **SAT Vice Chair**
K Chapman, WSC Governor
R Hetherington, WSC Governor ([part](#))

In attendance: A McGarel, Chief Finance Officer
A Swift, Group Director Estates
A Wheeler, Executive Director Curriculum Initiatives
C Willcocks, Group Director IT
G Grainger, Chief Information Officer
N Savvas, Chief Executive Officer ([part](#))
S Gales, Governance Professional
S Graham, Chief People Officer
S Hart, Group Head of Health and Safety
S Henty, HR Manager Wellbeing & Development
S Hope, Group Director of Compliance

Apologies: C Higgins, SAT Trustee and WSC Governor – **Chair**
E D'Souza, SAT Trustee and WSC Governor
M Chatt, Interim Chief Finance Officer
R Murray, SAT Trustee

Absent:

1. **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 C Higgins, E D'Souza, M Chatt and R Murray. The Chair welcomed Steve Hope and Stuart Henty.

A Duffety chaired the meeting.

2. **Minutes of the meeting held on 22 November 2023**

Members reviewed and **agreed** the minutes of the joint Resources Committee meeting held on 22 November 2023 as an accurate record.

3. **Matters arising from the meeting on 22 November 2023**

Nine of the fifteen matters arising from the previous meetings were complete, two were noted, one was closed and three were ongoing.

[R Hetherington joined the meeting at 3.07pm](#)

K Chapman, as Chair of WSC's Audit and Risk Management Committee, explained the purpose of agenda item 5 and informed of plans to undertake a more holistic review of the Risk Register to identify key strategic and emerging risks via the Chair's Advisory Group.

4. **Risk Register Extract**

Members received and considered the paper provided.

Action

Members discussed WSCR064 and SATR063 (relating to Project Lodestone) and queried if snagging issues arising from Project Lodestone have been resolved. The CIO answered this.

Members discussed risks WSCR034 and SATR055 (relating to issues recruiting and retaining staff) and queried why the risk ratings are different across the Trust and College. The CFO answered this and explained plans underway to further mitigate this risk and create greater pay parity across the Group. Moreover, the CPO informed of the work with the unions and staff to create new curriculum pay scales to give staff additional opportunities to increase their salaries.

Members queried if staff pay is the most significant concern/risk in relation to 'our people'. The CPO answered this. K Points, as Trustee Lead for People, voiced support for the Group's new apprenticeship route into teaching to help ensure long-term sustainability of our people.

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

N Savvas joined the meeting at 3.25pm

5. Internal Auditor's Findings Report

Members received and considered the Internal Auditor's Findings Report for Cyber Security which took place in May 2023 and was graded as **significant assurance** and resulted in two medium and three low risk recommendations.

Members received and considered the Internal Auditor's Findings Report for Mental Health and Wellbeing which took place in July 2023 and was graded as **significant assurance** and resulted in one low risk recommendations for students and four low risk recommendations for staff and one added value suggestion.

Members received and considered the Internal Auditor's Findings Report for Marketing which took place in December 2023 and was graded as **strong assurance** and resulted in two low risk recommendations.

Members discussed the management responses and noted these vary in terms of how well they correlate to the recommendation. The Committee suggested the Executive review the management responses to provide more clarity and feel empowered to challenge recommendations if appropriate.

Members reviewed the report recommendations and the management response and **felt assured** by the actions proposed.

CFO
A&RMC

6. PEOPLE

6. HR

i. **Termly KPI and EDI report (autumn term)**

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

Members discussed the recruitment data and queried if there are roles are proving hard-to-fill. The CPO answered this and summarised the pro-active steps being taken to help fill these roles.

Members discussed the staff EDIM data and queried how closely this reflects our student EDIM data. The CPO agreed to provide this information in the next report.

CPO

Members queried if there should be a 'Muslim' option in the religion EDIM question. The CPO to consider.

CPO

Members discussed the age profile of staff and noted most staff are over 50-years old, and queried if this is a cause for concern or is typical within the sector. The CPO answered this.

K Chapman, as Governor Lead for People, and K Points, as Trustee Lead for People, commended the HR teams pro-active and bespoke support offered to staff who are absent due to short/long term sickness and its positive impact in both aiding staff's return to work and to lessen disruption to their team.

A Duffety asked the CPO a question from C Higgins in absentia, querying if the number of 'authorisation to recruit' is high (especially within the academic year) or whether this is normal within the sector. The CPO answered this.

A Duffety asked the CPO a question from C Higgins in absentia, querying if the number of staff per academic manager is normal within the sector. The CPO answered this and agreed to provide more detailed analysis in the next report.

CPO

A Duffety asked the CPO a question from C Higgins in absentia, querying if the length of service of staff is normal within the sector. The CPO answered this and explained the nuances of how length of service is recorded. The CPO agreed to provide more detailed analysis in the next report.

CPO

Members queried why the staff EDIM data is incomplete. The CPO answered this and explained how we have improved processes to proactively gather this information.

Members commended the high quality, clear report and thanked the CPO and HR team.

ii. Staff Wellbeing report

S Henty presented a short PowerPoint of the staff wellbeing activities and its uptake and impact.

Members commended the report and the breadth of wellbeing opportunities.

Members queried how we can promote engagement and uptake from staff who may have prejudices or feel less comfortable to accept support. S Henty outlined his plans.

INFRASTRUCTURE

VIRTUAL INFRASTRUCTURE

7. Data, Systems and Processes

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

Members commended plans to improve and evolve the Group's data and analytics capabilities.

Members discussed the table of transformation projects and their intended benefits, and queried how we will evaluate and quantify the return on investments. The CIO answered this.

Members noted the number of ongoing projects and queried (if the inorganic growth projects proceed) whether the team has sufficient capacity to deliver the current EEG integration project and integrate any new entities. The CIO and CEO answered this.

8. IT

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

Members commended the high quality, clear report.

PHYSICAL INFRASTRUCTURE

9. **Estates and Property**

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

Members discussed the investment summary within the report and how it links with the 10-year sustenance plan. Members asked for the Property Strategy and sustenance plan to be presented to this Committee and the Finance Committees to ensure we have allocated appropriate reinvestment within future budgets.

The CEO explained the spectrum of metrics we consider to best plan our Property Strategy to meet our dynamic and ever-changing needs.

10. **Health and Safety**

i. **Termly report (autumn term)**

Members received and considered the papers provided, and the Group Director of Compliance summarised the key points.

Members commended the report and queried if we have confidence that 'near misses' are routinely and consistently logged across the Group. The Group Director of Compliance answered this and provided examples of how these have been reported and followed up with to both identify lessons learned and implement appropriate preventative actions.

11. **Any Other Business**

None.

The meeting closed at 5.15pm

Gov.
Prof.,
CFO,
G.D.
Estates