

## FLT Resources Committee – Meeting Minutes

### 20 January 2022 at 6.30pm online

<b>Attending Committee Members (Trustees)</b> Board Trustees: Anthony Cook (AC) Chair Duncan Millard (DM) FLT CEO Carrie Insley (CI) Ian Wright (IW) (joined 6.38pm)	<b>Attending Committee Members (not Trustees)</b> Alex Bond (AB) David Hancox (DH) Tim Clark (TC) Mark Greenwood (MG)	<b>Attending Others</b> Anne Lynn (AL), FLT COO Joanne Ray (JR), Operations Manager Tori Ray (TR), Clerk
<b>Apologies noted in advance</b> None		

1	<b>Welcome new members, guests or staff presenting and note any resignations</b> The meeting opened at: 6.33pm. AC welcomed everyone.
2	<b>Apologies for absence, confidentiality and quoracy</b> No apologies. Committee members were reminded that anything raised confidentially in the meeting, needs to be flagged as such at the time and that the minutes are available publicly. Due to attendance levels, the meeting was quorate.
3	<b>Matters to be raised as urgent A.O.B</b> None
4	<b>Declaration of any personal/business interests relating to this meeting</b> MG shared a reminder for the Committee that he has a family member employed by the University which is a conflict when discussing matters related to pay.
5	<b>Approve minutes of previous meeting</b> The minutes of the previous meeting were agreed as an accurate representation of proceedings and were <b>APPROVED</b> .
6	<b>Review of Carried Over Actions</b> The status of all actions were checked – see Carried over Actions document for details. No areas of concern.
7	<b>Other activity agreed 'Out of Committee'</b> To be discussed as part of AOB.
8	<b>Finance Report (AL)</b> Period 2 & 3 reports had been shared in advance. Period 4 report expected ahead of next meeting. AL talked through headlines highlighting the main risk increase across schools being linked to staff absences – the impact of Covid and pressure on schools. In turn this brings a rise in supply costs, impacting budgets. A summary of particular finance changes in each school was shared. Overall a slight deficit is expected but the Trust is maintaining a healthy financial balance.  <b>Capital funding</b> – no update regarding SCA funding. Quotes in progress for Watchfield roof work. No other updates required. No questions.  <b>5 year planning process</b> – new Finance Manager starting in post very soon – will wait for them to join and circulate a timetable for the process after February half term.  Annual Finance Governors' meeting planned for late March 2022. Discussion on who needs to attend. <b>ACTION: AL to meet with Finance Governors to discuss participation and update TR after meeting</b> <b>ACTION: TR to ensure invites sent to participants.</b> <b>ACTION: AL to invite Finance Govs to submit their 6 month report (based on a template devised by AL) to the Resources Committee looking at risks and opportunities, reserves vs spend, after the P.5 finance report.</b>  <b>Benchmarking report</b> – Heads have seen this and shared their thoughts. Training will be offered to Heads, Finance Govs and Committee members to ensure the report is understandable, accessible and used effectively. <b>ACTION: AL to circulate final Benchmarking reports to Committee for the next meeting</b>

	<p><b>Pay Committee Report</b>          A summary was shared with participants in advance. Watchfield data still to be added. To be noted that all teaching staff have received a pay award. Two staff members didn't receive an award.</p> <p><b>Continual Professional Development</b> – arranging training for Pay Committee so Finance Governors hold Heads to account and can strengthen this capacity. Discussions centred around the scale of teachers meeting their objectives – should objectives be more challenging? Committee members shared a range of views, also flagging that it has been necessary to factor in the impact of Covid in achieving targets. Of note the Dept of Education gave a steer that no teachers should be penalised if not possible to reach targets due to Covid. It's a good question and one which should be returned to in order to ensure appropriate rigour of objectives. Training on setting appraisal targets would be beneficial.</p> <p>Noted that due to confidentiality, it is hard for the Committee to be rigorous in analysing this area due to confidentiality – which means only able to look at process, not the details. Also noticed that objective setting and targets are different in other sectors where there is greater use of stretch targets and not everyone is expected to meet them – doesn't mean that it is alarming if staff have all met their targets.</p> <p>In summary – the challenge stands that the Trust has a large body of staff who have all done well. Training is coming for governors in September and Heads will be supported to increase rigour of objective setting and performance management.</p> <p><b>ACTION: AB to circulate FCCs Continual Professional Development report to committee members.</b></p>
9	<p><b>Pupil Planning Review (AL)</b>          Today is census day so no report to share – will analyse results and see if there's been a significant shift since last October.</p> <p><b>ACTION: AL to share census summary report between meetings</b></p> <p>The OCC pupil planning document is yet to be published – waiting to see that regarding assumptions related to the local housing developments.</p> <p>Clarification questions were asked regarding impact on funding if there are changes to FLT pupil numbers.</p>
10	<p><b>Policies and procedures due for review</b>          Operations officer is now in post and will be supporting the development of outstanding policies. Some have already been draughted and are with data protection advisors for comment. Will come to committee where appropriate. Noted that the Pay Policy for support staff is being checked to see if needs annual review and the Pay Policy for teaching staff was approved in Dec 2021. The two Appraisal policies are also being checked to see if still need to be reviewed annually.</p> <p>JR has updated the Smoke Free workplace policy (due Nov 2022) – will come to Committee in due course.</p> <p><b>ACTION: For those outstanding or due in the future, AL and JR are reviewing which ones need to come to Committee and which Committee is most appropriate.</b></p>
11	<p><b>Risk Register – key changes</b>          No major update. Largest risks for Trust remain Covid, financial changes and pressures on staffing – all these are covered within other agenda items.</p>
12	<p><b>Premises Report (JR)</b>          Main report shared in advance with committee members. Key points include:</p> <ul style="list-style-type: none"> <li>• Good news that Operations Officer and Admin roles have seen successful recruitment.</li> <li>• Buckland windows work is on track.</li> <li>• Expected dates for Shrivenham opening has moved from Dec 2023 to September 2023.</li> <li>• FJS all on target. Year 3 drainage issues timescales are tight so further scoping work is in progress.</li> <li>• Watchfield has some slipping roof tiles – reported in November and work will require significant funding. This will be looked at under SCA funding when available.</li> <li>• FCC all weather pitch – expecting completion on target. Significant work to start at Easter for completion in summer.</li> </ul>

	<p><b>Update on caretaking</b> – weekly reporting on progress and contract compliance is working well and have received very positive feedback. Committee members discussed workload and finding the appropriate level of reporting requirements going forwards. Noted FCC still under resourced for caretaking duties – recruitment is in progress.</p> <p><b>Health &amp; Safety Report (JR)</b></p> <p><b>Accidents and Incidents report</b> – the logging system seems to be being used better. No major matters of concern. Any incidents have been followed up appropriately. There was a ‘near miss’ incident at one school when a man entered the premises. Police were notified, risk assessments updated and appropriate action taken. Committee members raised questions about one particular incident and JR will respond out of committee.</p> <p><b>Businesses and Contractors</b> – nothing significant to report. Compliance looking positive and most activities completed on time.</p> <p><b>Audits and Inspections</b> – Heads have been asked to update the system weekly. JR will check on the impact of this and feedback at the next meeting.</p> <p>No questions raised.</p>
13	<p><b>Covid Update (DM)</b></p> <p>The Committee heard that this is a testing time for schools and the situation continues to change frequently and quickly. In positive news, FCC is in a good place seeing low number of cases at the start of term. LFTs are being regularly used by students and masks worn in lessons. Other schools have seen larger numbers of pupils off school but are still seeing improvements since before Christmas. Largest challenge continues to be availability of staff and difficulty of finding additional agency staff cover. Most schools are having to find cover from within the existing staff pool. Heads are optimistic further improvements will come by half term. The Committee discussions focused on clarifying situations regarding vaccinations and situation for staff when isolating.</p> <p>AC concluded by sharing a very sincere, ongoing thanks to the whole FLT community who are doing so much to manage both the risks to themselves and keeping others safe as we get through this difficult period.</p>
14	<p><b>ESFA/DFE letters</b></p> <p>None</p>
15	<p><b>MAT to MAT collaboration (DM)</b></p> <p>Good work continues sharing ideas and initiatives. The Trust has met with CEOs of other Trusts to find areas of collaboration and share thinking related to expansion and managing internal growth, special educational needs and vulnerable group strategy. This approach is encouraged by the Dept of Education.</p>
16	<p><b>Strategic Forward Planning (AC)</b></p> <p>AC opened discussion of strategic areas the Committee want to prioritise in the future and the timing of when to address them. Areas under discussion included appropriate levels of financial investment for the Trust, engagement with local businesses for partnership, income generation or apprenticeship opportunities and strategic projects linked to future SCA funding.</p> <p><b>ACTION: DH, DM and AC to take forward the conversation out of committee and update in March.</b></p>
17	<p><b>Staffing and Staff Survey Update (DM)</b></p> <p><b>Staff Survey and Action Plan</b> – DM shared the headlines of the staff survey findings, learning points and follow up on actions. Committee members held an in-depth discussion reflecting an appetite for greater discussion of follow up actions at LGB level and a shorter lead time between survey completion and analysis of results. There was strength of feeling regarding the wish to ensure the Trust builds a stronger culture of using surveys proactively to clearly demonstrate listening as a Trust. Particular role for Heads to play in helping to build the relationship between staff and the Trust.</p> <p>The Committee also discussed opportunities for strengthening internal communications with staff and ensuring visibility of the work of the Trust within both FCC and primary schools.</p> <p>AC summarised the discussions for the team, highlighting the value of the survey as a step forward in building the culture of the Trust and the crucial importance of the schools as part of the FLT in achieving our collective aims. Agreed work in the future needs to focus on pivoting quickly from survey to discussion to</p>

	action and encouraging dialogue to build a dynamic and open culture and community. AC also shared thanks with DM and all those involved in making the survey happen.
18	<b>Pay Committee Report (DM)</b> DM shared insights into the Centre for Professional Excellence and central team training provided. Confidential discussions focused on the Trust's approach to the assessment of targets, objectives and staff capacity. The report was <b>APPROVED</b> .
19	<b>Centre for Professional Excellence (DM)</b> Areas of particular progression include science and history. The combination of training, deep dives and exploration of OFSTED methodology have been appreciated. Partner schools have also feedback that this has been invaluable. Now looking at the next phase for science and in Summer will look at art leaders. Learning is that top up training is needed mid process but overall this has been very positive, especially given the staffing challenges within the Trust.
20	<b>Leadership (DM)</b> DM updated on work to examine leadership and what it means for the Trust. Pleased with what has been done. Lots more opportunities to follow up and there's an appetite to do more. Question remains if there may be the need to invest further resources in this area.
21	<b>Mental Health and Wellbeing</b> Headlines shared in this area included: <ul style="list-style-type: none"> <li>• ALT meetings include inputs on mental health</li> <li>• All Heads have been offered the opportunity to work with a Coach and a Counsellor for a trial period. They have given so much support to staff, the Trust needs to offer them support too.</li> <li>• The Employee Assist programme has been consistently promoted to staff and offers a wealth of resources.</li> </ul> <p>AC shared a reflection on the value of this support to Heads – thanking all those involved.</p> <p>Committee members asked if this will also be open to deputies. DM confirmed the pilot is focused on Heads and the Trust will then consider if it can be broadened out. Other questions related to barriers to participation and take up. Nothing noted as yet but DM confirmed those taking part are asked to share the benefits with peers to encourage further take up.</p>
22	<b>Any Other Business (as agreed as urgent)</b> Three reports listed on the agenda carried forward to the next meeting in March. <p><b>Salary Ranges</b> – AC thanked DM, DH and MG for their discussions out of committee. There was agreement of wanting to establish principles that underpin decisions to ensure consistency.</p> <p><b>ACTION: AC to circulate thoughts in the next few weeks and bring back for discussion within the Committee.</b></p>
23	<b>Future meeting dates and arrangements</b> <ul style="list-style-type: none"> <li>• Resources Committee Meetings: 10 March 2022, 12 May 2022, 16 June 2022</li> <li>• Finance Governors' Meeting: 31 March 2022</li> </ul> <p>Meeting closed at 9.08pm with AC thanking everyone</p>

Clerk: Tori Ray  
 Date: 24/1/2022