

**CALDERDALE COLLEGE
 FINANCE AND RESOURCES COMMITTEE MEETING**

**Minutes of the Meeting held on 28 March 2019, 17.00
 Boardroom, C Floor, Calderdale College**

Present:

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| Malcolm Rogers | External Governor & Chair |
| Fiona Armer | External Governor |
| Peter Clark | External Governor & Chair of the Corporation |
| Pat Drake | External Governor |
| John Rees | Principal & Chief Executive |
| Andrew Wright | Co-opted Governor |

In Attendance:

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| Denise Carter-Cheng | Deputy Principal – Finance and Resources |
| Rachael Hennigan | Deputy Principal – Curriculum and Quality |
| Jane Taylor-Holmes | Clerk |
| Emma Lister | Head of Marketing & Recruitment (agenda item FR/19/105) |

Agenda: It was agreed that the ESFA Dashboard would be considered after the Risk Management Report. There were no further changes to the agenda.

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| | FR/19/101 - Apologies for absence | |
| 1 | There were no apologies, all Committee members were present. | |
| 2 | Mrs R Hennigan, Deputy Principal – Curriculum and Quality was welcomed to the meeting. | |
| | FR/18/102 – Confirmation of eligibility, quorum and declarations of interest | |
| 3 | No notice had been received of any member becoming ineligible to hold office. The meeting was quorate and there were no declarations of interest in agenda items. | |
| | FR/19/103 – Minutes of the previous meeting; 22 November 2018 | |
| 4 | The minutes of the previous meeting held on 22 November 2018 were amended at paragraphs 12, 28 and 29. | |
| 5 | Resolved – Subject to the amendment, the minutes | |

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| | of the previous meeting held on 22 November 2018 were approved as a true and accurate record. | |
| 6 | FR/19/104 – Matters Arising All matters arising from the previous meeting were complete. | |
| 7 | FR/19/105 – Presentation – Marketing and Recruitment The Committee welcomed Ms E Lister, Head of Marketing and Recruitment. Ms Lister provided a presentation which provided details of her Team and the main roles of the Team, events coming up, including the Star staff awards and information on the Rise, new employer service brand, information on recruitment activity and opportunities and focus for the Team going forward. | |
| 8 | Ms Lister explained that work was ongoing to develop the staff intranet to provide a virtual platform to enable staff to collaborate. This would allow wider engagement between staff. | |
| 9 | There were three dedicated recruitment groups supporting the team in respect of student recruitment. | |
| 10 | Committee members commented on the sharp increase in HE recruitment. Ms Lister described the highly targeted recruitment campaign done following the detailed analysis of students. The location map and demographics of students were analysed to ensure that the campaign was targeted to the right audience. | |
| 11 | Work was underway to undertake a similar analysis in relation to apprenticeships and employers to ensure that the offering is as tailored to the needs to local employers as can be. | |
| 12 | Committee members asked about adult recruitment, Ms Lister confirmed that there was an increase but this was not as significant. It was noted that there were not as many leading indicators in relation to adult learners, with more enrolling at the time of entry. | |
| 13 | Committee members noted that 16-18 recruitment had increased for the second year whilst the demographic data would suggest a decrease in numbers. | |
| 14 | Ms Lister confirmed that work would commence to review trends in other local colleges to try and understand the local impact of the College increase in 16-18 numbers. | |

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| 15 | Mr J Rees, Principal and Chief Executive confirmed that the conversion of applications to enrolments was the next stage, traditionally, approximately 50% of applications were converted to enrolments. | |
| 16 | Ms Lister described the work being done to ensure that those students who apply early remain in contact with the College. This is through things like regular, personalised and tailored contact with students. | |
| 17 | Committee members asked about social media and digital engagement. Ms Lister explained that this was a large area of focus which was being supported by the Digital Marketing Apprentice. Ms Lister described the focus groups which had been undertaken with students and the importance of sharable video content. Filming of activities was being undertaken in workshops and around the College to capture content to be uploaded. | |
| 18 | When asked about social platforms, Ms Lister confirmed that the focus of attention for students was Facebook and Instagram and for employers, it was Twitter and LinkedIn. Google analytics was used to understand data and how the website was accessed by visitors. | |
| 19 | Search engine optimisation was also being used in certain areas. | |
| 20 | In relation to employer engagement, colleagues were being supported to register on LinkedIn to support person to person engagement. | |
| 21 | It was noted that Ms Lister had met with Mrs J Grainger, Marketing Link Governor on 21 March 2019 to share the presentation and the update on the work being undertaken in this area. Committee members thanked Ms Lister for her presentation and update. | |
| 22 | Committee members noted the update. | |
| FR/19/106 – External Funding | | |
| External Funding –Skills Support for the Workforce | | |
| 23 | Mrs D Cheng-Carter, Deputy Principal – Finance and Resources explained that the final hard close date was October 2019 and therefore the work being undertaken was to maximise progression and income; there were very no new starts being undertaken. | |
| 24 | The report detailed success in three of the ten applications submitted for new contracts to run from 2019-2021. The College had also been successful in the tender to run the | |

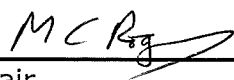
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| | Sheffield City Region Skills Bank contract. This was really positive and was a new challenge for the College. | |
| 25 | The outcome of three ESFA direct calls was awaited. | |
| 26 | Mr A Wright, Co-opted Member referred to the possible merger of York, North Yorkshire and East Riding LEP (Local Enterprise Partnerships) with Leeds City region LEP and explained that this may create further opportunity. | |
| 27 | The Rise skills service was discussed. It was noted that, whilst not the largest of the seven Colleges in the West Yorkshire Consortium, the College has the largest value of the contracts. | |
| 28 | Committee members supported and congratulated the work of the external funding team to replace the European funding projects. Mr Rees commented that the portfolio was now more mixed but was cumulatively of a similar value. Mr Rees also commented on the model which had been developed to allow the College to respond to new opportunities. | |
| 29 | Committee members noted the content of the Report. | |
| | External Funding –Sub Contracting Provision | |
| 30 | Resolved: to recommend the approval of the updated list of Sub-Contractors for non-core provision to the Board. | |
| | FR/19/107 – Financial Performance Report | |
| | Management Accounts to 28 February 2019 | |
| 31 | Committee members received the Management Accounts for period seven and forecast 2 which detailed the changes from forecast 1. | |
| 32 | Committee members discussed the changes in the income and expenditure and noted that the revised forecast delivered an operating surplus of £45,000 in line with the original forecast. | |
| 33 | Mrs Cheng-Carter explained that the position in relation to apprenticeships and HE was as expected and that the underperformance had been overset by over performance in some areas including external funding. | |
| 34 | Mrs Cheng-Carter also referred to the support received from curriculum colleagues who were very active in managing costs where there is a delay in income and responding to changes where possible, particularly | |

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| | regarding staff utilisation. | |
| 36 | Committee members commented positively on the College's ability to be nimble and responsive. | |
| 37 | Committee members commented on the College commitment and priority to improving Maths and English and how ensuring the right staff are employed within the College was essential. The delay in the Job Centre Plus provision was noted. | |
| 38 | Committee members received the Management Accounts to 28 February 2019 and the forecast 2. | |
| | FR/19/108 – Fees Policy Framework 2019/20 | |
| 39 | Committee members received the updated Fees Policy Framework for 2019/20 and noted that changes were in tracked changes within the document. | |
| 40 | There were some changes to HE fees which had reduced. It was noted that the College does not charge the maximum HE fee. Reference to the Office for Students was noted. | |
| 41 | It was noted that a Review of Post 18 Education and Funding was underway which may result in changes in the HE sector in the future. | |
| 42 | Resolved - That the Board be RECOMMENDED to approve the Fees Policy for 2019/2020. | |
| | FR/19/109 – Supply Chain Fees and Subcontracting Policy 2019 | |
| 43 | Resolved - That the Board be RECOMMENDED to approve the Supply Chain Fees and Subcontracting Policy 2019. | |
| | FR/19/110 – Data Protection Update | |
| 44 | Mrs J Taylor-Holmes, Clerk to the Corporation confirmed that there were no data protection breaches to report. | |
| 45 | An Annual Report on Data Protection would be presented to the Committee in June 2019. | |
| | FR/18/133 – College Action Plan (as related to the Committee) | |
| 46 | Mrs Cheng-Carter provided an update on progress of the College Action Plan for items that relate to the Committee. An updated version was circulated which RAG rated the forecast year-end position. | |

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| 47 | Many of the current amber and red rated targets were due to timing issues and were forecast green at year end. | |
| 48 | Committee members noted that the challenge remained HE and apprenticeship recruitment and that it was forecast that this target would not be achieved at year-end. Target 3.2 was linked to the apprenticeship target. | |
| 49 | The open attendance figures were below target and needed flipping within the report. Special dishes referred to specialist courses offered within the College. | |
| 50 | In relation to 3.2 and engagement with new employers, Committee members questioned whether this was a realistic target. Mrs Cheng-Carter explained that this was realistic but aspirational target that was based on the commencement of the WYCC project. | |
| 51 | Committee members noted the content of the report. | |
| FR/19/112 – Risk Management | | |
| 52 | Committee members reviewed the risks on the current risk register as they related to the remit of the Finance and Resources Committee. | |
| 53 | Committee members reviewed the current scoring. | |
| 54 | Mrs Cheng-Carter explained that the Audit Committee had asked the Committee to consider the rating of risk 5, in particular the adequacy of the mitigation to reduce the cost impact. It was felt that the rating was appropriate due to the significant mitigation in place to mitigate against the lack of income which meant that risk 5 continued to be a low risk. The small expenditure risk of between £1 to £35,000 was correct. | |
| 55 | In relation to risk 6, Mrs Cheng-Carter referred to the Internal Audit report on IT Data Security, Infrastructure Disaster Recovery which had been circulated to Committee members. | |
| 56 | Committee members discussed the report and noted the following; there were no high rated recommendations, most of the recommendations would be resolved by the cyber essentials accreditation which was due to be completed by April/ May, a new IT Manager had been recruited with experience in data security. | |
| 57 | There was a suggestion that cyber fraud awareness training was offered to Governors. It was agreed that this would be considered. | Action: Mrs Cheng-Carter 2019/20 |

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| 58 | Committee members agreed that the scoring of all risks related to the remit of the Committee was felt to be appropriate. | |
| 59 | Committee members approved the scores for the risks on the risk register relating to the remit of the Finance and Resources Committee. | |
| | ESFA Dashboard | |
| 60 | Mr Rees presented the ESFA dashboard which would be presented to the Board in April. | |
| 61 | It was noted that the report is historical based on the submission of the Financial Statements in December 2018. The dashboard provides good benchmarking information and is the starting point for early intervention for Colleges facing challenges. | |
| 62 | Committee members discussed the trends, the median line and the challenges for Colleges to ensure that financial plans are reasonable and based on demographic data. | |
| 63 | Committee members noted the content of the report. | |
| | FR/19/113 – Items to be reported to the Board | |
| 64 | The Committee had; <ul style="list-style-type: none"> • Received a briefing on Marketing and Recruitment. • Reviewed Financial performance • Discussed the significant work being undertaken by the External Funding unit. • Reviewed the risk register and amendments implemented as a result of discussions in the previous Committee meeting. • Reviewed the College Action Plan and looked at the areas rated red and the actions in place to address concerns in these areas. • Reviewed the ESFA dashboard and noted that this would be presented to the April Board meeting. | |
| 65 | Recommendations to be Board; <ul style="list-style-type: none"> • Updated list of sub-contractors to be recommended to the Board for approval. • Fees Policy 2019/20 • Supply Chain Fees and Subcontracting Policy 2019/20. | |
| | FR/19/114 – Dates of Future Meetings | |
| 66 | Finance and Resources Committee – 27 th June 2019, 17.00 | |

Signed as a true and accurate record


Chair

Date