



**CALDERDALE COLLEGE
FINANCE AND RESOURCES COMMITTEE MEETING**

**Minutes of the Meeting held on 19 September 2019, 17.00
Boardroom, C Floor, Calderdale College**

Present:

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| Fiona Armer | External Governor & Chair (for the meeting) |
| Peter Clark | External Governor & Chair of the Corporation |
| John Rees | Principal & Chief Executive |
| Andrew Wright | Co-opted Governor |

In Attendance:

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| Denise Carter-Cheng | Deputy Principal – Finance and Resources |
| Jane Taylor-Holmes | Clerk |
| Jonathan Hambling | Head of HR & Workforce Development (agenda item FR/19/132) |

Agenda: There were no changes to the agenda.

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| | FR/19/127 - Apologies for absence | |
| 1 | Apologies were received from; Malcolm Rogers – External Governor Pat Drake – External Governor | |
| | FR/19/128 – Confirmation of eligibility, quorum and declarations of interest | |
| 2 | 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. | |
| 3 | Mr A Wright, Co-opted Governor explained that he was now employed by C-Capture Ltd (Business Development) and his entry on the register of interests required updating. | Action: Mrs Taylor-Holmes November 2019 |
| | FR/19/129– Appointment of Chair 2019/20 | |
| 4 | Malcolm Rogers was appointed Chair of the Committee for 2019/20. | |
| 5 | Fiona Armer was appointed Vice Chair of the Committee for 2019/20. | |

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| 6 | <p>FR/19/130 – Minutes of the previous meeting; 27 June 2019</p> <p>Resolved – The minutes of the previous meeting held on 27 June 2019 were approved as a true and accurate record.</p> | |
| 7 | <p>FR/19/131 – Matters Arising</p> <p>In relation to the action arising out of agenda item FR/19/112 it was agreed that Mrs D Cheng-Carter, Deputy Principal – Finance and Resources would consider how cyber fraud awareness would be best delivered during 2019/20, consideration had been given to an online training module which could also be used by staff. Committee members noted that there had been some Colleges targeted recently through a variety of cyber-attacks including more locally, Leeds University.</p> | |
| 8 | <p>All further matters arising were complete.</p> | |
| 9 | <p>FR/19/132 – Presentation – HR</p> <p>The Committee welcomed Mr J Hambling, Head of HR & Workforce Development.</p> | |
| 10 | <p>Mr Hambling provided a presentation detailing the College service overview in relation to HR. Of particular note was the levels of customer satisfaction and how internal services are benchmarked, the very low error rate in relation to payments to staff and how the service is subject to external inspection. In relation to CAP targets and mandatory training, Mr Hambling explained that there was a meeting planned with the Safeguarding team to discuss Prevent training as this had previously been face to face only.</p> | |
| 11 | <p>In relation to staff turnover, Mr Hambling explained that when benchmarked against other Colleges, 21% was normal. There were many areas within the College where there was a stable workforce.</p> | |
| 12 | <p>Mr Hambling referred Committee Members to the change and development work undertaken by the Department and in particular the successful restructure programme, Mr Hambling also referenced some of the work being undertaken to encourage people from Industry to work within the College in some hard to recruit areas.</p> | |
| 13 | <p>Committee members noted the progress of the Future Leaders Programme.</p> | |

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| 14 | <p>Committee members commended the work done to reduce employee sickness and the health and wellbeing work being undertaken within the College. It was agreed that an appropriate cost saving of the reduction in sickness absence would be shared with Committee members.</p> | <p>Action: Mr J Hambling November 2019</p> |
| 15 | <p>Committee members asked about the split of full time and part time staff members. Mr Hambling explained that more flexible working requests were being received and that the College was open to this. Mr Hambling suggested that approximately 90% of requests were approved.</p> | |
| 16 | <p>Mr Hambling explained that where the College was looking to introduce a new course, such as the bitesize courses, the existing workforce were approached first which also supported flexibility. Mr Hambling confirmed that the College employed approximately 400 staff.</p> | |
| 17 | <p>Mr Hambling provided additional information about the three initiatives voted on by staff at the 2018 Staff Conference and provided photographs of the new Staff space in the old B11 room. Governors were encouraged to visit the space, the code for access would be circulated by the Clerk. Committee members noted that students had made the table and a Future Leaders networking lunch had been held there.</p> | <p>Action: Mrs Taylor-Holmes November 2019</p> |
| 18 | <p>In terms of legislative compliance, Mr Hambling provided details of the reporting in relation to the gender pay gap. Benchmarking against other Colleges was also provided. Mr Hambling explained that work continued to try and achieve no gender pay gap.</p> | |
| 19 | <p>Mr Hambling described the challenges of implementing the national living wage and the impact of the increase on the pay scale.</p> | |
| 20 | <p>Mr Hambling provided some early results from the staff satisfaction survey. The top and bottom scores were considered. It was noted that there was an overall positive improvement in the scores and that results would be analysed. It was noted that more regular feedback systems for staff were being introduced.</p> | |
| 21 | <p>Mr Hambling provided information on the new Yammer conversation tool for staff on the new intranet and the overall aim for the College to be in the Sunday Times top 100 employers.</p> | |

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| 22 | Committee members commented on the improved look and presentation of the slides presented and how this was linked to the work done to introduce new branding. | |
| 23 | Committee members thanked Mr Hambling for the presentation and update. | |
| 24 | Committee members noted the update. | |
| | FR/19/133 – Commercial & Partnerships | |
| | External Funding | |
| 25 | Mrs Cheng-Carter provided an update on external funding. | |
| 26 | Mrs Cheng-Carter explained that work was continuing to close down the existing SSW projects - this would be completed in October. New projects were currently behind profile however, this was due to timing and was due to recover. | |
| 27 | Work continued on the Sheffield City Region – Skills Bank project and Committee members noted the action being taken to address the shortfall. | |
| 28 | In relation to the DWP ESF Open Call for Yorkshire, North Yorkshire and East Riding, Committee members noted s5.4 of the report and the potential impact on the delay in commencing the project and the requirement to deliver the contract in a shorter timescale. Further information on the project would be provided in due course. | |
| 29 | Committee members noted the content of the Report. | |
| | External Funding –Sub Contracting Provision | |
| 30 | Committee members asked for further information in relation to the contactors on the amber list. | |
| 31 | Mrs Cheng-Carter explained that this was mainly in relation to delivery being behind profile. Many of the contractors were Colleges who were impacted by the Summer break. Mrs Cheng-Carter explained that monitoring processes were in place. | |
| 32 | Committee members commented on the report at 2.6 and their confidence in the due diligence process. | |
| 33 | Resolved: to recommend the approval of the updated list of Sub-Contractors for non-core provision to the Board. | |

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| | <p>FR/19/134 – Recruitment 2019/20 update</p> <p>34 Mrs Cheng-Carter provided an update on recruitment. It was noted that the position had improved from the reported position.</p> <p>35 KITS recruitment had increased to 64 and Higher Education recruitment had improved to 186, recruitment continued in this area as courses do not commence until October.</p> <p>36 Mr J Rees, Principal & Chief Executive commented that the overall position was broadly positive with the increase in 19+ potentially being a future benefit to HE numbers as a significant number of 19+ students had enrolled on access courses.</p> <p>37 Mrs Cheng-Carter explained that the position was improved compared to the same time the previous year.</p> <p>38 Committee members asked about apprenticeship numbers, Mrs Cheng-Carter explained that recruitment had improved and was now 142 against a target of 210.</p> <p>39 Committee members received the update.</p> | |
| | <p>FR/19/135 – Financial Performance Report</p> <p>40 Management Accounts to 31 July 2019</p> <p>Committee members received the Management Accounts for period twelve.</p> <p>41 Committee members received the Management Accounts to 31 July 2019.</p> <p>42 At the year-end we achieved an operating surplus of £52k, which is 6k above our revised forecast. This will be subject to our year-end financial statement audit which will take place week commencing 14 October 2019.</p> <p>43 Pay as a percentage of income is 64.2%, Non-Pay as a percentage of income is 37.3%. Cash days in hand is 122 days.</p> <p>44 ESFA assessment of financial grade of the College remains as 'Good'.</p> <p>45 Committee members received the update.</p> | |

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| | FR/19/135 – Data Protection Update | |
| 46 | Mrs J Taylor-Holmes, Clerk to the Corporation confirmed that there were no data protection breaches to report. | |
| 47 | Mrs Taylor-Holmes explained that the College had received a letter from the Information Commissioners Office (ICO) in relation to a complaint. This was following various prolonged communication with a member of the public in relation to a freedom of information request. | |
| 48 | The College had withheld information, specifically application forms submitted to third parties in response to a procurement process. The College had withheld this information on the grounds of commercial interests and that the disclosure of this information would provide the recipient with a competitive advantage. | |
| 49 | A response has been submitted to the ICO explaining the College position, providing details requested and referred to ICO decision notices which support the College position. The College also provided a response from one of the third parties specifically opposed to the publication of his application on the grounds of commercial interest and competitive advantage. | |
| 50 | The College awaits the Decision Notice in relation to the complaint received and an update would be provided in due course. | |
| 51 | Committee members noted the content of the update. | |
| | FR/19/137 – 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 | Amendments suggested at the previous meeting had been included. | |
| 54 | An updated risk register for 2019/20 would be presented at the next meeting. | |
| 55 | Committee members approved the scores for the risks on the risk register relating to the remit of the Finance and Resources Committee. | |
| | FR/19/138 – Committee Self-Evaluation | |

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| 56 | Committee members considered the draft Committee Self-Evaluation. | |
| 57 | A number of amendments were suggested. It was agreed that this would be updated and circulated to Committee members. | |
| 58 | It was agreed that reference to the role of the Committee in relation to the College Action Plan would be included within the comments section of the summary of activities. Also the cyber fraud awareness training for Governors would be included within the comments section of the areas for development / improvement. | |
| 59 | Committee members discussed the grading of the Committee. It was agreed that the enhanced role of the Committee in relation to risk management and the College Action Plan had strengthened the contribution to the overall Leadership & Management of the College in 2018/19. The Committee self-assessed as Grade 1, Outstanding. | |
| 60 | Subject to the amendments, the Committee Self-Evaluation was approved. | |
| FR/19/139 – Schedule of Business | | |
| 61 | Committee members approved the Schedule of Business for 2019/20. | |
| FR/19/140 – Items to be reported to the Board | | |
| 62 | Recommendations to be Board; <ul style="list-style-type: none"> • Updated list of sub-contractors | |
| 63 | The Committee had; <ul style="list-style-type: none"> • Received a briefing on recruitment. • Discussed the significant work being undertaken by the External Funding unit. • Reviewed Financial performance • Received the Data Protection update • Reviewed the risk register. | |
| FR/19/141– Dates of Future Meetings | | |
| 64 | Finance and Resources Committee – 21 November 2019, 16.30 to 17.30. | |
| 65 | Joint Audit and Finance & Resources Committee meeting – 21 November 2019, 17.35 to 18.45. | |

Signed as a true and accurate record

Malcolm Rogers

Chair

Date – 21 November 2019