



**CALDERDALE COLLEGE  
FINANCE AND RESOURCES COMMITTEE MEETING**

**Draft Minutes of the Meeting held on 30 September 2021 at 17.00 by MS  
Teams**

**Present:**

Malcolm Rogers	External Governor & Chair
Peter Clark	External Governor & Chair of the Corporation
Richard Laycock	External Governor
Andrew Wright	External Governor
John Rees	Principal & Chief Executive

**In Attendance:**

Sharon Bowker	Executive Director (Finance & Funding)
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Jess Ainsworth	Head of Skills Bank Project (for item FR/21/133)
Jane Taylor-Holmes	Clerk

***Agenda: there was one item of other business which was a confidential item, therefore a Part 2 meeting would be held.***

<b>Min Ref.</b>	<b>Minutes</b>	<b>Action</b>
1	<b>FR/21/128 - Apologies for absence</b> Apologies were received from Pat Drake, External Governor.	
2	Apologies were also received from Mr R Rawlinson, Director of Operations.	
3	<b>FR/21/129 – Confirmation of eligibility, quorum and declarations of interest</b> 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.	

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4	<p><b>FR/21/130 - Appointment of Chair</b></p> <p><b>Resolved:</b> Malcolm Rogers was appointed Chair of the Committee for 2020/21.</p>	
5	<p><b>FR/21/131 – Minutes of the meeting held on 24 June 2021</b></p> <p><b>Resolved:</b> The minutes of the meeting held on 24 June 2021 were approved as a true and accurate record.</p>	
6	<p><b>FR/21/132 – Matters arising</b></p> <p>The action in relation to water usage would be considered at the November meeting.</p>	<p><b>Action: Mrs Bowker November 2021</b></p> <p><b>Action: Mrs Bowker November 2021</b></p> <p><b>Action: Mrs Bowker November 2021</b></p>
7	Mr E Dockrat, Director of Commercial Services and Partnerships explained that since the last meeting, four new subcontractors had been selected and the action requested had been completed.	
8	The Staff Survey results would be provided to the Committee in November 2021.	
9	In relation to the approach to investment, Mrs S Bowker, Executive Director (Finance and Funding) explained that when removing Skills Bank income, the cash reduced to around £5million. It was noted that any investment would require Board approval. It was agreed that an Investment Policy would be considered.	
10	All further matters arising were complete, on the agenda or for completion at a future date.	
11	<p><b>FR/21/132 – Commercial and Partnerships</b></p> <p>Committee members welcomed Ms J Ainsworth, Head of the Skills Bank Project, who provided an update on the project.</p>	
12	Mr Dockrat introduced Ms Ainsworth and described her role and explained that the College had been delivering an £8.6million project, that had previously been managed by the ESFA on behalf of the Sheffield City region, but was now being managed by the Mayoral Combined Authority.	
13	The College had been asked to deliver the project for a further one year whilst preparations were made for a full	

Finance & Resources Committee Minutes 30 September 2021

Min Ref.	Minutes	Action
	<p>procured programme; the procurement process was expected in October.</p> <p>14 The project was co-located at the Combined Authority in Sheffield.</p> <p>15 The presentation shared some headlines and performance from a contractual point of view but also from the point of view of the business engagement.</p> <p>16 It was noted that the underlying objective of the project was to support business development and growth. There had been particular challenges over the last year but the project hadn't been impeded by the pandemic.</p> <p>17 It was further noted that there had been 100% performance recorded against the project which was credit to the model of the programme. The College had a track record of delivering this type of programme.</p> <p>18 There was a substantial supply chain of providers supporting the project with around 80 approved. The network of providers included specialist and international providers.</p> <p>19 The Skills Deal was a package of upskilling and training to move businesses towards growth.</p> <p>20 It was noted that there was a financial contribution element from businesses. Committee members noted the average contribution, but that this varied significantly.</p> <p>21 The feedback from businesses was shared. It was noted that the businesses could attribute steps towards growth in the broadest sense.</p> <p>22 A number of case studies were provided to support understanding of what was being asked for by businesses. The programme brought together a package under one skills deal. Examples included lean solutions to manufacturing processes and leadership training and development. There was a focus on the real added value to skills bank, such as the impact on apprenticeships. A whole organisational approach is taken, leading to significant change and a change in mindset. The business is responsible for choosing the package needed and the programme is employer-responsive.</p>	

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23	Mr Dockrat explained that the team was very integrated with the growth advisors.	
24	Mr Dockrat confirmed the programme opens up for other interventions and is an integral part of the wider growth programme.	
25	Committee members noted the legacy of skills bank, and the significant support provided during the pandemic. There was a desperate and urgent need to support the business and the flexibility of the programme allowed this to be adapted.	
26	In relation to workforce development, the programme encouraged the business to ask where they wanted to be in the future to embed the skills investment and the strategic objectives of the business.	
27	The Skills Bank programme was exactly what was needed during the pandemic as demonstrated by the continued engagement with the programme and in achieving 100% performance.	
28	Committee members also noted the added value such as sharing of best practice, for example through the McLaren event.	
29	Committee members commented on the success of the project in stark contrast to other training programmes. The idea that the programme was predicated on collaboration with the employer rather than a predetermined set of training was recognised and Committee members commented on the exceptional level of feedback. The bespoke nature of the offer was commended.	
30	Mr Dockrat explained that there were some challenges in terms of the significant work done by the team to develop the package; there was more work required to find and locate the right support and provider.	
31	Committee members asked what the College was doing to promote the success of the project with other combined authorities. Mr Dockrat explained that he was currently pitching to West Yorkshire, and the College was well placed to delivery working with the devolved authority. There is a real focus on investing in business to grow the business.	

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32	The project was outperforming other projects where training and skill support is provided for free due to the bespoke design for the business; the benefit to the individual staff members is seen as secondary.	
33	The overall project evaluation could be used by the College to reference and provide credentials to deliver elsewhere. Mr Dockrat confirmed that the College helped design some of the evaluation work.	
34	It was agreed that further updates would be provided to the Committee in due course.	
	<b>External Funding</b>	
35	Mr E Dockrat, Director of Commercial Services and Partnerships presented a report providing an update on external funding contracts.	
36	Mr Dockrat referred to Gainshare, a new project with the West Yorkshire Colleges Consortium. The project included Construction, Engineering and Manufacturing and the Colleges would be collectively delivering the project. A further update would be provided to the next meeting.	
37	Committee members asked whether there had been any feedback provided where the College had not been successful in bids. Mr Dockrat explained that no real feedback had been provided.	
38	<b>Resolved:</b> The Committee noted the report.	
	<b>External Funding – Sub Contracting</b>	
39	Mr Dockrat presented a report on current sub-contracting as at August 2021.	
40	<b>Resolved:</b> to recommend to the Board at its October 2021 meeting the updated list of subcontractors for non-core provision.	
	<b>FR/21/134 – Estates &amp; IT update</b>	
41	Mrs Bowker provided an update on the Estates and IT position.	
42	Mrs Bowker referred to the considerable work undertaken to prepare for the Engineering Centre (TEC) opening in	

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	September and the significant work undertaken to restore the facilities to the position pre-COVID.	
43	The significant amount of work undertaken in preparation for T-Levels along with delays in delivery of equipment was noted. The national issue being experienced in relation to food deliveries was noted.	
44	Mrs Bowker drew Committee members' attention to 3.3, and the requirement to replace 60% of the desktop stock prior to 2025. Full details would be shared at the November joint meeting.	<b>Action: Mrs Bowker November 2021</b>
45	It was noted that work was now complete on the roof and work could commence to replace ceiling tiles.	
46	The College was unsuccessful in the T-Level bid but there had been no feedback received due to the level of applications.	
47	The College had progressed to Stage 2 of the Transformation Fund. There was no guarantee that because the College had progressed to Stage 2 there would be success overall as the process remained highly competitive. The College should know the outcome of the bid in November. In the meantime, the College had a freeze on what would normally be spent on capital and this was having an impact on investment in this area.	
48	Overall, there had been a very busy start to the year in both Estates and IT.	
49	Committee members asked about any potential impact on the budget. This would be considered further when the re-forecast work was undertaken and should include the impact of success or otherwise of the Transformation Fund bid.	
50	In relation to TEC Mr Rees shared some photographs of the work that had been done. The teams had worked incredibly well over the Summer to ensure that TEC was open for students and, whilst there had been some challenges, it had been a successful project.	
51	Committee members commented that the site looked good. It was noted that the Governor Development session in November would be held at TEC and would include a	

Min Ref.	Minutes	Action
	site visit and lunch with stakeholders.	
52	The local MP visited the site and was pleased to see that the facility has been rescued and was being used for the purpose intended.	
53	<b>Resolved:</b> The Committee noted the report.	
	<b>FR/21/135 - HR</b>  <b>HR update: June 2021 – August 2021</b>	
54	Mrs Bowker presented the updated HR dashboard to the Committee.	
55	Feedback from Committee members had been incorporated into the dashboard.	
56	Committee members commented that the amendments were useful. It was noted that there was no benchmarking data available in relation to comparable costs or ratio of HR services. The relatively low cost of sickness was noted.	
57	Mrs Bowker agreed to check the sick pay costs and confirm if this related to the costs of covering roles during sickness absence.	<b>Mrs Bowker November 2021</b>
58	Committee members commented that it would be useful to see trends relating to headcount and asked if it would be possible to compare figures to the same period in the previous year. This would be considered.	<b>Mrs Bowker November 2021</b>
59	Mr Rees commented on the relatively low incidence of staff and student absence due to COVID and commented that this was not reflected by the schools around us and may be as a consequence of where the College is geographically. There had been a flip in terms of areas with the highest incidence of cases. The comparatively low cases may reflect the fact that there had been high community cases in the area around the College in the past.	
60	Mr Rees explained that case numbers appeared stable and would be reported to the Board.	
61	<b>Resolved:</b> Committee members noted the report including the Gender Pay report.	

Finance & Resources Committee Minutes 30 September 2021

Min Ref.	Minutes	Action
	<b>FR/21/136 - Recruitment update</b>	
62	Mrs Bowker provided an update on recruitment. In relation to 16-18 funding, it was noted that despite a small reduction (2) since the report had been created, the position was still considerably higher than the previous year, with a further 70/80 learners expected to enrol in the year.	
63	The funded allocation remained around 1600. Guidance was expected to clarify the position regarding in-year additional funding, which is determined by ESFA in January. The College was already 10% over the original allocation.	
64	The College had not stopped recruiting and there were several areas where courses had been massively oversubscribed. Generally, a good position was reported, noting that the numbers would settle after half term.	
65	Despite being over-subscribed in some areas, learners had not been turned away and places have been found for everyone, ensuring that adequate resources are available for all learners.	
66	Committee members reviewed adult recruitment. It was noted that a larger than usual number of learners had been enrolled in July which had resulted in the reduction of the potential AEB clawback. Despite this there had been a positive start to the year. It was noted that the majority of adults were on site and of the over 900 learners only 16 were community learning. More community learning was planned to ensure that courses are provided in areas of the community where this was needed.	
67	Mrs Bowker commented on the real efforts made during the Spring term to clearly differentiate the adult offer in marketing. There was good evidence that the plan was working.	
68	In relation to HE, Mrs Bowker explained that the figures were broadly where expected and it was noted that HE does tend to recruit later in the year.	
69	Apprenticeships provided a very positive story and the number of enrolments had increased by a further 35 from	

Finance & Resources Committee Minutes 30 September 2021



Min Ref.	Minutes	Action
	the position stated in the paper. The College was currently inundated with employer vacancies.	
70	Mr Dockrat commented that in terms of pipeline starts the number of vacancies being carried was more than double at this time in the previous year. The challenge this year was finding the apprentices to fill the vacancies.	
71	It was noted that the incentive ended on 30 September for taking on apprenticeships. It was unknown whether this would have an impact on the vacancies being carried at the moment. The College was well placed and resourced to respond to the needs of employers in relation to apprenticeships.	
72	<b>Resolved:</b> Committee members noted the report.	
	<b>FR/21/137 – Indicative Year-End position.</b>	
73	Mrs Bowker explained that overall the position was better than anticipated.	
74	The College was currently predicting a deficit of £214,000 against the forecast position of £400,000. The bulk of the reason for this was as a result of good cost management.	
75	The College had been very prudent and had conducted a review of bad debt provision.	
76	The original worst-case scenario position was a £1.2m operating deficit, and Committee members were very positive about the work undertaken to recover the position. Committee members agreed it was good to come much closer to a break-even position.	
77	Despite being almost £2m down on income, the College had still managed to offset this by cost control. The College had nevertheless maintained staffing levels throughout the period and the position was significantly better than originally forecast.	
78	Committee members were pleased with the financial outturn and it was agreed that staff needed to be congratulated on their efforts by the Governors. It was agreed that this would be shared with wider staff and there was the opportunity to do this at the Staff awards at the end of the half term.	

Min Ref.	Minutes	Action
79	Mr M Rogers, External Governors and Chair of the Committee asked about the current financial position in the new academic year.	<b>Action: Mrs Bowker October 2021</b>
80	Mrs Bowker commented that the College had made a positive start to the year. 16-18 income was guaranteed and costs were being well managed.	
81	Committee members asked about the budget and whether this remained accurate, Mrs Bowker confirmed that in relation to current year, a small deficit of just over £100,000 remained the budget position. This would be reviewed and reforecast in the usual way after period 4. There were many variables to consider including whether there would be any further local or national lockdowns.	
82	It was noted that management accounts would be circulated before half term including the dashboard.	
83	<b>Resolved:</b> Committee members noted the report.	
	<b>FR/21/138 – Data Protection Report</b>	
84	Mrs J Taylor-Holmes, Clerk to the Corporation confirmed that since the last meeting there had been five subject access requests - all had received responses within the required timescale.	
85	There had also been one freedom of information request from 'What Do They Know' in relation to confidential waste. Again, the response was provided within the timescale.	
86	In addition, there had been one request in relation to student records and one request in relation to deleting a student record.	
87	Scheduled termly meetings had been put in place between Mrs Taylor-Holmes, Mrs Bowker, Mr J Hambling, Head of HR and Mr Rawlinson in relation to data protection more widely within the College.	
88	<b>Resolved:</b> The Committee noted the report.	
	<b>FR/21/139 – Risk Management</b>	
89	Mrs Bowker presented the Committee's Risk Register and members noted that there were two suggested reductions,	

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90	<p>where likelihood was reducing from 4 to 3. Committee members approved the changes to the Risk Register.</p> <p><b>Resolved:</b> The Committee noted the report.</p>	
91	<p><b>FR/21/140 – Committee Self-Evaluation</b></p> <p>Mr Rogers explained that the process was to review and assess how Committee members feel that the Committee is performing, consider areas for improvement and decide on a grading.</p>	
92	<p>It was agreed that there had been a real improvement in the information provided and level of transparency.</p>	
93	<p>It was agreed that the Committee would be graded as 1 as it was operating extremely effectively. There was a good relationship between the senior staff and governors, and the Committee had been effective at dealing with and responding to challenges over the previous year.</p>	
94	<p><b>Terms of Reference</b> – the Committee Terms of Reference were discussed and small amendments approved for recommendation at the Board. It was agreed that the Investment Policy would be referenced within the Terms of Reference.</p>	
95	<p><b>Resolved:</b> Committee members approved the Committee Self-Evaluation 2020/21 and recommended the Terms of Reference to the Board for approval.</p>	
96	<p><b>FR/21/141 – Schedule of Business</b></p> <p>Committee members noted the Schedule of Business.</p>	
97	<p>It was noted that the IT deep dive would take place again at the November meeting before the joint Audit and Finance &amp; Resources Committee meeting, which would enable members of both Committees to attend.</p>	
98	<p><b>Resolved:</b> Committee members approved the schedule of business.</p>	
99	<p><b>FR/21/142 – Items to be recommended to the Board:</b></p> <p>It was agreed that the following would be recommended to the Board for approval:</p>	

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100	<ul style="list-style-type: none"> <li>➤ The updated list of subcontractors for non-core provision.</li> <li>➤ The updated Committee's Terms of Reference</li> </ul>	
101	<p>Committee had approved;</p> <ul style="list-style-type: none"> <li>• Reappointment of Chair</li> <li>• Changes to two risk scores.</li> <li>• Schedule of business of the coming year</li> <li>• Committee self-evaluation and revised score as 1.</li> </ul>	
102	<p>It was agreed that the following would be reported to the Board confirming what the Committee had noted;</p> <ul style="list-style-type: none"> <li>➤ Estates and IT report</li> <li>➤ HR report update and the position in relation to gender and pay.</li> <li>➤ Recruitment, noting a positive start</li> <li>➤ The year-end indicative position.</li> <li>➤ Data protection update.</li> <li>➤</li> <li>➤ The Schedule of Future Business</li> </ul>	
	<b>FR/21/143 – Dates of Future Meetings</b>	
103	<p>Finance and Resources Committee – 25 November 2021 4.30pm - 5.50pm</p> <p>Joint Audit and Finance &amp; Resources Committee - 25 November 2021 5.35pm - 6.45pm</p>	

Signed as a true and accurate record

Chair: Malcolm Rogers

Date : 25 November 2021