



**CALDERDALE COLLEGE  
FINANCE AND RESOURCES COMMITTEE MEETING**

**Minutes of the Meeting held on 25 November 2021 by MS Teams**

**Present:**

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

**In Attendance:**

Sharon Bowker	Executive Director (Finance & Funding)
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Jane Taylor-Holmes	Clerk

***Agenda: No items of other business were added to the agenda.***

<b>Min Ref.</b>	<b>Minutes</b>	<b>Action</b>
1	<b>FR/21/144 - Apologies for absence</b> There were no apologies for absence, all members were present.	
2	Apologies were received from Ms J Gray, Vice Principal Curriculum, Quality and Student Services.	
3	<b>FR/21/145 – 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/21/146 – Minutes of the meeting held on 30 September 2021</b></p> <p><b>Resolved:</b> The minutes of the meetings of 30 September 2021 (including Part 2) were approved as a true and accurate record</p>	
5  6  7  8	<p><b>FR/21/147 – Matters arising</b></p> <p>In relation to the action arising from item 137, this matter had now been superseded by the Annual Report and Accounts.</p> <p>In relation to item 118, Mrs S Bowker, Executive Director (Finance &amp; Funding) explained that the College spend in relation to water was around £20,000 per annum. The request in relation to information on water usage would be provided to the next meeting.</p> <p>Mrs Bowker provided an update on the latest COVID position. There were a very small number of positive cases affecting both staff and students; a potential outbreak was suspected however, this didn't materialise. In the run up to Christmas the College had reiterated guidance to staff and students on preventing the spread.</p> <p>All other matters arising were complete or for completion at a future meeting.</p>	<p><b>Action: Mrs Bowker March 2022</b></p>
9  10  11	<p><b>FR/21/148 – Commercial and Partnerships</b></p> <p><b>External Funding</b></p> <p>Mr E Dockrat, Director of Commercial Services and Partnerships presented a report providing an update on external funding contracts.</p> <p>Mr Dockrat explained that the College had submitted three proposals for Gainshare (Economic Recovery) funding to the West Yorkshire Combined Authority (WYCA) to support employers with upskilling. One proposal was successful and work was ongoing to develop the offer which would primarily be delivered through the Engineering Centre. Whilst the health sector proposal was unsuccessful, the College has been in discussion with the successful tenderer to develop an offer.</p> <p>The Engineering and Advanced Manufacturing Skills Audit had now been completed. A dissemination event was</p>	

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	planned as required. A panel of individuals from the sector would support the event which would be held on 8 December 2021.	
12	Mr Dockrat thanked Mr A Wright, External Governor for joining the panel.	
13	It was agreed that the report would be circulated to Committee members.	<b>Action: Mr Dockrat March 2022</b>
14	In relation to the Future Leaders programme within Calderdale. It was noted that the project had been in operation since 2019, the first cohort were in the process of completing their end point assessments. A new cohort was planned for June 2022. A second programme; Aspiring Leaders had been developed. This was a unique programme to Calderdale with the first cohort due to start in February 2022.	
15	Future areas for development were being reviewed, with potential funding under the CARE pilot.	
16	Mr J Rees, Principal and Chief Executive explained that it was the plan and aspiration to progress some participants into the Chartered Manager Apprenticeship programme. Students were progressing through the programmes.	
17	Committee members commented on the negative impact on the management accounts in this area. Mr Dockrat explained that this was, in part due to the fact the College was not successful with the Community funding bid; this was a project of significant value however, would have had little impact on income. Expenditure was linked to income so this would have little impact overall. Other issues were timing based.	
18	It was noted that the kickstart programme and skills support for the workforce were both progressing well.	
19	Some of more direct calls that were delivered were behind profile due to delays in approvals. It was hoped that the position would recover by year end.	
20	There was disappointment expressed that some of the consortium programme bid had not been successful, Mr Dockrat confirmed that work was underway to consider other options to progress bids in this area.	

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21	Mr Rees explained that, in relation to AM2, and the electrical testing centre, the Centre continued to operate below capacity, and in a more restrictive way due to COVID. This would be reviewed. It was noted that this was an area where the College was behind profile.	<b>Action: Mr Dockrat December 2021</b>
22	<b>Resolved:</b> The Committee noted the report.	
	<b>External Funding – Sub Contracting</b>	
23	Mr Dockrat presented a report on current sub-contracting as at November 2021.	
24	Further clarification was provided regarding New Generation Training and Consultancy Limited’s poor performance. The College was instigating action to remove the provider from the list.	
25	<b>Resolved:</b> to recommend to the Board at its December 2021 meeting the updated list of subcontractors for non-core provision (subject to some additional wording in relation to New Generation Training and Consultancy Limited).	
	<b>FR/21/149 Estates and IT Update</b>	
26	Mrs Bowker provided the update. Mrs Bowker explained that the College had recruited a new receptionist, so staffing was nearly up to capacity in this area.	
27	In relation to COVID operations, the College continued to operate within Government guidelines; there had been a small reduction in cleaning costs.	
28	There had been investment in some additional electrical bays which had been built to increase capacity.	
29	In relation to grant funding, a survey was being undertaken to identify projects which could be progressed to reduce the College carbon footprint.	
30	Work ongoing with contract renewal was noted. Capital funding and the update on projects was noted. In relation to the original capital allocations, all work had now been completed and returns submitted.	
31	Another round of T-level funding would be opening and the College would consider whether an application would be	

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32	<p>submitted. The ESFA response in relation to the Transformation bid had been delayed.</p> <p>Committee members noted that the College was very limited in terms of the available capital to spend in the current year until the outcome of the Level 2 submission was known. This was due to the match funding commitment which had been included within the bid.</p>	
33	<p>Mrs Bowker referred to some IT investment. Some new laptops had been procured along with some temporary recruitment to support. A plan would be developed in relation to IT and it was noted that investment was needed in this area.</p>	
34	<p>Future IT projects included more laptops from the Government; another 70 had been allocated to the College. The College had also received a donation of Chrome Books from Covea to support students.</p>	
35	<p>Mr Rees commented that he had contacted Covea to thank them for the donation and collection was due in the coming week. Mr Rees confirmed that he would update Covea and inform them what had been done with the Chrome Books and where they had been distributed.</p>	<p><b>Action: Mr Rees when able</b></p>
36	<p><b>Resolved:</b> The Committee noted the report.</p>	
	<p><b>FR/21/150 - HR update</b></p> <p>Mrs Bowker provided the HR update. The report provided narrative to support the dashboard information. Requests from Committee members had been incorporated into the report, including confirmation of the cost of sickness.</p> <p><b>Staff Survey</b></p> <p>Mrs Bowker presented the staff survey results. Committee members agreed that it was positive to see areas where the College scored the highest. Areas where the lowest scores were provided related closely to the existing wellbeing agenda to ensure that staff are supported.</p> <p>It was noted that the lowest score was still a top quartile response.</p> <p>Committee members asked about questions falling under the heading 'general' as results appeared to be out of line</p>	

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41	with other results. It was noted that not all Colleges responded to all questions which may impact on the results.	
41	In relation to the next steps, Mrs Bowker explained that this would be considered as part of the development of the Quality Improvement Plan and associated development work.	
42	Issues would be further explored through staff engagement and no remedial immediate action would be taken. Mrs Bowker commented that the College would issue a College specific staff survey to review the results.	
43	Committee members commented that the scores and percentages were overall positive and that there was evidence of a good direction of travel particularly bearing in mind the challenges over the last year.	
44	<b>Resolved:</b> The Committee noted the report.	
	<b>FR/21/151 – Recruitment 2021/22 update</b>	
45	Mrs Bowker provided an update on recruitment for 2020/21.	
46	Mrs Bowker explained that, in relation to 16-18 learners, the College remained 100 students ahead of allocation but behind against the current curriculum plan. A data cleanse had taken place. There was further opportunity to recruit 16–18-year-old learners this year, most notably in January, through the Princes Trust in April and Project Challenge throughout the year.	
47	In terms of year end forecast, it was likely that this would remain behind the curriculum plan. Next year’s allocations would be based on figures this year.	
48	It was noted that apprenticeship recruitment continued to the strong with double the number of vacancies than at the same time in last year.	
49	Mrs Bowker reminded Governors that apprenticeship income did vary depending on the subject area, length and level.	
50	<b>Resolved:</b> Committee members noted the report.	
	<b>FR/21/152 – Financial Performance Report</b>	

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51	<p>Mrs Bowker explained that she continued to meet with Mr M Rogers, External Governor &amp; Chair of the Committee, on a monthly basis.</p> <p><b>Management Accounts to 31 October 2021</b></p>	
52	<p>Mrs Bowker presented the management accounts up to Period 3 (end October 2021).</p>	
53	<p>Mrs Bowker commented that income was below forecast. This was mainly due to the issues identified in the external funding report. It was noted that the reduction in income was offset by a reduction in expenditure.</p>	
54	<p>It was noted that pay costs were under budget and that the pay costs did include the budgeted pay increase approved by the Board in July 2021.</p>	
55	<p>Cash remained healthy, Mrs Bowker commented that the College was holding a payment in advance which had not yet been released. It was noted that the payment would be released in the coming week.</p>	
56	<p>In relation to capital expenditure, it was noted that the capital bid which had been submitted included match funding. Spend in this area was dependent on the outcome of the bid.</p>	
57	<p>Committee members commented that it was positive to see a surplus position.</p>	
58	<p>In relation to T-Levels, Committee members noted the presentation in relation to the additional staffing and resourcing costs. It was noted that some of the costs were grant funded, other costs were not. Mrs Bowker confirmed that all costs were included in the budget</p>	
59	<p><b>Resolved:</b> The Committee noted the report.</p>	
60	<p><b>FR/21/153 – College Action Plan Titles and Milestones</b></p> <p>Mr Rees explained that at the Board meeting in July, a set of projects under the eight strategic priority areas had been proposed and agreed. Work had been undertaken by the Senior Leadership Team to develop the projects and the projects had been allocated to the College Action Plan. Milestones had been developed to measure progress and regular reporting would commence through the</p>	

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61	<p>Committees, with a full overarching report provided to the Board.</p> <p>Mr Rees commented that in accordance with usual reporting, reporting against the College Action Plan would commence initially in December, then April and then July at Board meetings, with the year-end position being reported in October the following year.</p>	<p><b>Action: Mr Rees February 2022</b></p>
62	<p>Due to the establishment of post COVID arrangements, Mr Rees commented that the development of the plan had taken a little longer than usual. It was proposed that the three milestones would remain but a further review would be presented to the Governor Development day in February 2022 as an in-year update.</p>	
63	<p>Updates against the College Action Plan would be presented to future meetings containing a summary update and key metrics where possible. Other Committees would receive similar updates on actions relating to their Committees and at Board would receive a full overview.</p>	
64	<p><b>Resolved:</b> The Committee noted the report.</p>	
	<p><b>FR/21/154 – Data Protection update</b></p>	
65	<p>Mrs J Taylor-Holmes, Clerk to the Corporation provided an update.</p>	
66	<p>Since the last report there had been one freedom of information request from ‘what do they know’ on COP26 in relation to awareness and compliance with The Energy Performance of Buildings Regulations (England and Wales) and requesting information in relation to whether the College had a Sustainability Plan or Carbon Reduction Programme. This had just been received and a response would be provided within the timescale.</p>	
67	<p>The College had commissioned an independent consultant to review all data protection processes and compliance. This would provide extended assurance in this area.</p>	
68	<p>Termly meetings continued to be held between Mrs Taylor-Holmes, Mrs Bowker and Mr J Hambling, Head of HR in relation to data protection more widely within the College.</p>	
69	<p><b>Resolved:</b> The Committee received the update.</p>	
	<p><b>FR/21/155 – Risk Management</b></p>	



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70	Mrs Bowker presented the Committee’s Risk Register and members noted that there had been no changes to the risk as discussed in September.	<b>Action: Mrs Bowker March 2022</b>
71	Whilst the risk register hadn’t changed since the last meeting, Mrs Bowker confirmed that the register had been reviewed internally.	
72	Committee members discussed the health and safety risk and whether this should be a separate risk. This would be considered further.	
73	<b>Resolved:</b> The Committee received the report.	
74	<b>FR/21/156 – Items to be recommended to the Board:</b>	
74	It was agreed that the following would be reported to the Board for approval:	
75	➤ The updated list of subcontractors for non-core provision subject to amendment discussed.	
76	It was agreed that the following would be reported to the Board for information:	
77	<ul style="list-style-type: none"> <li>➤ Received the Estates and IT update and the HR update including staff survey results.</li> <li>➤ Received an update on recruitment.</li> <li>➤ Management accounts, noting that performance to date was above budget and this was hoped to continue.</li> <li>➤ Received an update on the approach to be taken in relation to the College Action Plan and Milestones.</li> <li>➤ Noted data protection report.</li> <li>➤ The Committee had reviewed its risks and noted there had been no change.</li> </ul>	
78	<p><b>FR/21/157 – Dates of Future Meetings</b></p> <p>Finance and Resources Committee – 24 March 2022 at 5.00pm</p>	

Signed as a true and accurate record

Chair .....

Date .....