



**CALDERDALE COLLEGE
FINANCE AND RESOURCES COMMITTEE MEETING**

**Minutes of the Meeting held on 26 March 2024 held
via MS Teams**

Present:

Andrew Wright	External Governor & Chair
Peter Clark	External Governor & Chair of the Corporation
David Malone	Chief Executive and Principal
Suzan McGladdery	External Governor
Richard Laycock	External Governor
John-Paul Yates	External Governor & Vice Chair (as Chair of the meeting)
Suzanne Dunkley	External Governor

In Attendance:

Andrew Harrison	Vice Principal – Corporate Services
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Jane Taylor-Holmes	Clerk

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

Min Ref.	Minutes	Action
	FR/24/101 - Apologies for absence	
1	No apologies were received, all members were present.	
2	Committee members welcomed Suzanne Dunkley, External Governor to the Committee.	
	FR/24/102 – 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.	

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	FR/24/103 – Minutes of the meeting held on 27 November 2023	
4	Resolved: The minutes of the meeting held on 27 November 2023 were approved as a true and accurate record.	
5	Resolved: The minutes of the joint Audit and Finance & Resources Committee meeting held on 27 November 2023 were approved as a true and accurate record.	
	FR/24/104 – Matters arising	
6	All matters arising were complete or on the agenda for consideration.	
	FR/24/105 – Commercial and Partnerships	
	External Funding	
7	Mr E Dockrat, Director of Commercial Services and Partnerships presented a report providing an update on external funding contracts.	
8	Mr Dockrat confirmed that the actions points from the previous meeting were covered within the report. Mr Dockrat referred to key points within the report.	
9	Mr Dockrat provided an update in relation to the Collaborative apprenticeship matter. It was noted that the matter had been positively resolved with the DWP formally confirming the acceptance of two new match partners to the project. The College had submitted a claim in the region of £200,000 of match funding DWP and the final confirmation was awaited.	
10	The matter in relation to the Apprenticeship hub for South Yorkshire remained outstanding and Mr Dockrat confirmed he continued to chase progress. Mr D Malone, Chief Executive and Principal confirmed he had contacted Holly Lynch to try and progress the resolution of the matter.	
11	In relation to the Industry 4.0 Hub, Mr Dockrat explained that there had been a steering group meeting and new opportunities discussed. The College was working at the moment through the contracting process in relation to a project valued around £180,000 to support with raising awareness and creating Industry 4.0 ambassadors. Mr	
12	Dockrat referenced the Siemens support provided alongside	

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13	the opportunity with Made Smarter, which it was hoped will also support to re-direct organisations to the Hub for training and support.	
14	Mr Dockrat agreed that it is essential that the College is clear and able to demonstrate the outcomes and the impact of the services provide. Without those, it was accepted that the College would be unable to demonstrate how funds had been successfully utilised.	
15	Mr Malone commented that the aim of the Hub was to ensure that the experience of existing apprenticeships was enhanced. Staff were now in place and the College would ensure that it was undertaking what it had originally intended to do.	
16	The importance of the longevity of the hub was noted.	
17	Mr Dockrat referred to the VR technology project in relation to assessment in the health arena, he explained that this had been included in an FE week article, however there had been much interest in the sector in the project. Mr Dockrat explained that the College had submitted an expression of interest for phase 2 for £50,000.	
18	In relation to Skills Bootcamps, the College had committed to delivery in four key areas; multi-trades in Construction, welding, teaching and learning and digital creative, the College was working with the Council more closely than ever had and was being approached to respond to specific requests.	
19	In relation to digital and green training, the College was developing specific training around carbon literacy and training to raise awareness in this area.	
20	On back of LSIF Mill studios work, Mr Dockrat explained that a phase 2 expression of interest had been submitted with the Council and if successful would enable the College to realise the wider plans.	
21	Mr Dockrat confirmed that the College had been approached by Consultants acting on behalf of the Net zero hub with an	

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	<p>opportunity to apply for around £200,000 of funding, which would enable the College to undertake activities described within the report.</p>	
22	Employer Advisory Group; Mr Dockrat explained that there had been four sub-groups established including around 65 employers, the College continued to look at strengthening the groups and increase the sectors.	
23	<p>In relation to the Football Association (FA) pitch developments – Mr Dockrat confirmed that Governors had approved the bid for work with the FA to enhance and upgrade the outdoor activities spaces: the 3G pitch was now at the end of its life and the cost of upgrade would be in the region of £300-£450,000. Governors approved the proposal to submit a bid with a match element required which was in the regions of 20-30% of the overall bid of £1.2m, equating to a £250,000 contribution. There had been a number of assessments undertaken and the consultants had come back with a price to upgrade of £1.85million cost. Mr Dockrat explained that the additional cost included further enhancements including stands and other investments. The FA supported lots of groups and there was a need to demonstrate how the pitch would be applied. The College was working with Halifax Women's football, who had expressed an interest in the project and may invest in the site for a 10-year lease. Mr Dockrat explained that he was asking for the Committee to approve the application for the next steps with the FA. It was noted that the next step was the application for planning permission then the progress to the next stage of the process. It was hoped that approval could be finalised by January 2025 with work to commence in May 2025.</p>	
24	Mr Malone commented that should be College collaborate with a partner, the match would be in line with the original match fund.	
25	Resolved: The Committee approved the continuity of the project.	
26	Mr Dockrat explained that the College was working with a local production company who were using the College as the main location to produce a children's TV programme. This was for a series of eight episodes, and the College was in the process of agreeing a MOU for spin-offs, etc including branding use. The Production Company, Can Can Productions, were keen to work with the College and were offering to support with masterclasses and work experience,	

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	<p>providing fantastic opportunities for students. It was noted that this was in keeping with the theme in developing the creative area.</p> <p>27 Mr Dockrat explained that there had been real progress in relation to the Multiply programme and that the College was looking to achieve the reforecast figures.</p> <p>28 Mrs S Dunkley explained the she had attended the Staff Away day and that she had observed a sense of pride from staff. It was agreed that the work being undertaken was good for staff engagement.</p> <p>29 Resolved: Committee members noted the report.</p> <p>External Funding – Sub Contracting</p> <p>30 Mr Dockrat presented a report providing the sub-contracting annual register.</p> <p>31 It was noted that Skills Bank was not listed as this was not a subcontracting arrangement.</p> <p>32 Mr Dockrat explained that there was only one reportable sub-contracting arrangement: Project Challenge. There was a requirement for the College to declare this to the ESFA on an annual basis</p> <p>33 Resolved: to recommend to the Board at its April 2024 verbally that there remained one reportable sub-contracting arrangement with Project Challenge.</p>	
	<p>FR/24/107 - Estates Strategy</p> <p>34 Mr Harrison provided the Estates Strategy 2024-2027.</p> <p>35 Mr Harrison explained that this was proposed as a three-year strategy due to the variables and uncertainty about future capital investment and expenditure.</p> <p>36 Mr Harrison explained that the strategy followed the previous strategy which focused on condition.</p> <p>37 Mr Harrison explained that the College was in the process of completing a very successful project largely about improvements to the condition at the PWC building. Mr Harrison explained that the College was at an interesting point as the Country approached a Government spending review. It was noted that it was unlikely that there were</p>	

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	<p>going to be any large investments in capital. The College retained capital allocations of around £800,000 following reclassification however, would need consent for any borrowing and would be limited on the amount of cash which could be allocated to capital investment.</p> <p>38 Mr Harrison explained that the proposed strategy identified a number of areas as priorities, highlighting that there was challenge around workshop space and student space. It was noted that there had been good progress on the sustainability agenda. Improving sports facilities and ensuring environment safe for learners were also areas of focus.</p> <p>39 Mr Harrison provided an overview of the estate, the campus at Francis Street and leased premises.</p> <p>40 Mr Malone commented that feedback had been received from students in relation to areas of the estate which required improvement. Many of these were linked to risk and the increasing number of students. It was noted that the position was likely to get more challenging as the applications were higher for next year and the demographic indicated an increase in students over next couple of years. It was agreed that whilst this was really positive decisions regarding space were needed.</p> <p>41 Mr Harrison confirmed that there would be an exercise to explore the issue relating to government loans.</p> <p>42 Mr A Wright, External Governor and Committee Chair commented that more students was a challenge, as well as an emergency or priority, as space was required to support the students.</p> <p>43 Committee members asked whether the issue was in relation to utilisation and the cost of reconfiguration. Mr Malone confirmed that the challenges related to workshops and a student space as the refectory was not big enough to accommodate students.</p> <p>44 It was noted that utilisation and rooms sizes were helpful as there was an increased average class size and this would continue to increase.</p> <p>45 Committee members provided positive comments in relation to the staff event on Friday and that the message about sustainability was very well received.</p>	

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46	Mr Malone thanked all those Governors attended. It was agreed that they key focus now was to drive forward the agenda and the development and action against pledges and targets.	
47	Resolved - Approved the Estates Strategy	
	FR/24/108 - Estates and IT Update	
48	Mr Harrison provided the report. The report updated Committee members on estates and facilities and staffing, current and recent projects and future projects. A full report was provided on progress against the capital transformational fund project.	
49	Committee members were referred to the Drees Sommer Projects flash report which detailed the progress made to date.	
50	Mr Harrison referred to section 2.3 of the report in relation to staffing, it was noted that the Estates and Health and Safety teams had now combined. Committee members noted the changes in the team.	
51	Mr Harrison explained that the College was currently finalising a series of leases, including the lease for the Old Motor Vehicle centre as a base for Prince's Trust. The new lease was approved by Chairs Action and signed under seal.	
52	A 20-year lease was currently being negotiated for suite D3 at Dean Clough for the new project.	
53	Further in relation to Dean Clough, the College had secured a £800,000 capital grant, notification of this was provided in January with the expectation that the College would spend £180,000 by the end of March. There had been a rapid mobilisation and the College had commenced work to strip out the area. The College had secured a side letter with the Landlords whilst the lease was being arranged. The aim was to have all arrangements in place and work completed by September to allow the commencement of delivery from the premises.	
54	Mr Harrison referred to the report and the projects ongoing to make new classrooms and review the estate to bring inclusive learning together.	

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55	Mr Harrison reported that the main project was progressing well, scaffolding was coming down and the cladding nearing completion. The majority of main project would be complete in the coming weeks. The College had received consent to spend the contingency in the spirit of the original project, the main element would be the remodelling of the reception area at PWC.	
56	Work was underway to review the Digi-hub as there was a number of challenged including with lighting.	
57	Committee members noted the IT update and the progress in relation to IT infrastructure. Work was underway to change switches in quiet times, and the thin client project was moving forward.	
58	Mr Wright asked for user feedback about the move to thin client. Mr Malone explained that this would be questioned in the student survey. No negative feedback in relation to Wi-Fi had been received, which was very positive.	
59	Mr Harrison explained that to further enhance the Wi-Fi access, external access would be added on completion of the cladding.	
60	Mr R Laycock, External Governor referred to the report from Drees Sommer and the red risk around over-running. Mr Harrison explained that the project had been set out in phases, there had been some over-run on the original phases but the contractor had resolved the over-run by running phases simultaneously. There was no risk to the completion date of the project.	
61	Committee members were pleased to see the progress and the management of the project.	
62	Mrs Taylor-Holmes explained that the Audit Committee had received the internal audit report - FECTF Estates Capital project and explained that the review of stage 5 had been completed. This covered: tendering and contract award; value for money; contracting; the project plan; financial planning and budgetary control; and risk and project management reporting. Substantial assurance had been provided with no issues or recommendations raised.	
63	The Audit Committee had suggested that the report be provided to the Finance and Resources Committee as the Committee had oversight of the capital project. It was	Action: Mr Harrison / Mrs Taylor-Holmes April 2024

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64	<p>agreed the report would be circulated to provide assurance.</p> <p>Resolved: The Committee received and noted the report (including the Drees Sommer Report).</p>	
65	<p>FR/24/108 - HR update</p> <p>Mr Harrison provided the HR report and presented the HR dashboard.</p>	
66	<p>Mr Harrison referred to the report and section 2.1; reduction in staff turnover. Mr Harrison explained that the College had started to see a degree of improvement in managing to fill vacancies (referenced within the Risk Register), there had also been a noticeable reduction in sickness absence.</p>	
67	<p>In relation to sickness absence; this was impacted by long term sickness; 72% of the sickness was attributable to 21 colleagues.</p>	
68	<p>Committee members were referred to the comments in relation to the Employee Assistance programme and Mental Health First Aiders within the report.</p>	
69	<p>Committee members agreed that the progress in relation to colleague recruitment was positive. It was noted that this was a real challenge within the sector.</p>	
70	<p>Mr Harrison explained that the People Group was developing a staff volunteering policy and this had been 'soft' launched at the Staff conference and well received.</p>	
71	<p>Mr Harrison explained that an area of focus continued to be the implementation of a HR IT system. The College had opted for the I-Trent software system; work had commenced with the implementation of the payroll system and this had been running in parallel running with the current system. The aim was to launch the transfer in April, but there would still be a parallel run. The College would then start to release various modules on the system for example, in relation to booking annual leave.</p>	
72	<p>Mr Harrison confirmed that the College had published the gender pay gap report, the report provided a table comparing other Colleges. Mr Harrison commented that the figures do seem to be impacted by whether the lower paid staff such as cleaning and catering staff were directly employed or whether this service was outsourced.</p>	

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73	It was noted that figures had improved slightly.	
74	Committee members noted that an Internal Audit on performance management was to be undertaken.	
75	Mrs S Dunkley commented that the report was a good benchmarked report and it was useful to see some comparison data.	
76		
77	Mr Malone commented that it had been a really challenging year for staff with extra student numbers and there was a commitment to improve morale. The Senior team were committed to communicating with staff, being optimistic and realistic on timeframe.	
78	Resolved: The Committee noted the report.	
	FR/24/109 – Financial Performance Report	
79	Mr Harrison explained that he was meeting with Mr A Wright, External Governor and Committee Chair regularly and that the monthly Management Accounts were shared with Mr Wright and Mr Yates.	
	Management Accounts to 29 February 2024 including year-end forecast.	
80	Mr Harrison presented the management accounts up to Period 3 (end February 2024).	

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81	Mr Harrison confirmed that the College was currently on track against the original budget, year to date. The out-turn have been revised from £400,000 to at least £700,000. This represented the growth in income. There had been two increases in 16–18-year-old funding and in-year growth; around 12% increase in students and the College had received funding for half of that. Income had increased by around £1.2million. Approximately half of the funding increase had been used to fund the pay increase. Some of the growth had also been used partly to fund some of additional costs associated with the increase in students.	
82	The College was reporting an operating deficit of £388,000 to date compared with a budgeted deficit of £177,000. Mr Harrison confirmed that the College remained on target against the approved budget at year-end and explained that there was approximately £90,000 income in the pipeline in relation to apprenticeships and £150,000 in relation to adult funding.	
83	Mr Harrison confirmed that the College was still waiting for the management letter from the ESFA funding audit. It was understood that the letter was subject to final review as part of the ESFA quality assurance process. Mr Harrison explained that he had received emails to confirm that there would be no clawback.	
84	Mr Harrison provided an update in relation to the DWP Apprenticeship hub programme and the queries raised over the Apprenticeship Levy as match funding. Mr Harrison explained that a response was awaited. The matter remained unresolved and the College remained very cautious about what was within the accounts. It was noted that around £500,000 provision had been made in relation to the matter.	
85	It was agreed that the financial position was positive and it was good to see that the College was really developing a financial model to enable the College to invest and provide a safety buffer.	
86	Resolved: The Committee received the Management Accounts to 29 February 2024.	
	FR/24/110 – Tuition Fees and Refund Policy 2024/25	
87	Mr Harrison presented the Tuition Fees and Refund Policy 2024/25 for approval.	

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88	Mr Harrison confirmed that the College was required to publish the Policy every year. The purpose was to provide clarity to students on the application of fees. Mr Harrison explained that the only amendment was in relation to the liability for fees for HE. This has previously mirrored the way the student funding was provided and students were requested to pay 25% in term one; 25% in term two; and 50% in term three. The proposed change is so that liability is 33% per term to more accurately reflect the costs incurred.	
89	Resolved: Committee members approved the Tuition Fees and Refund Policy 2024/25.	
	FR/24/111 – Data Protection Update	
90	Mr Harrison provided the data protection update and explained that the Data Protection Officer role continued to be provided by Naomi Korn Associates.	
91	Committee members were referred to the report and the comparison between the January 2022 position recorded and the November 2023 assessment. It was agreed that the College was really maturing on the journey and engaging staff on the journey. Mr Harrison commented that there was a relatively low number of data requests and data breaches.	
92	Committee members noted the progress made in establishing and implementing the action plan to achieve and maintain compliance.	
93	Ms S McGladdery, External Governor asked about freedom of information requests. Mr Harrison confirmed that support was also provided by Naomi Korn Associates and the College provided a respond when needed. Mr Harrison confirmed that the College had the support to go back and narrow the requests where needed to ensure that the request responds to what the person is requesting. Mr Harrison explained that Naomi Korn associates worked with the Head of HR and Organisational Development and that a number of the requests include a HR element.	
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95	Resolved: Committee members received the Data Protection update.	
	FR/24/112 – Risk Management	

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96	Mr Harrison presented the extract from the Risk Register detailing those risks which are overseen by the Committee.	
97	Mr Harrison explained that there had been minimal change.	
98	Mr Harrison provided further information in relation to the red risk and the amber risk. It was noted that it was hoped that the red risk would be removed on finalisation of the matter, and that amber IT risk was reducing due to the ongoing work with IT development.	
99	In relation to risk appetite, the Committee reviewed the risk appetite, and the request from the Audit Committee where outside of appetite, in relation to external funding. No changes were recommended. <ul style="list-style-type: none"> RSM – Reclassification and the rules: February 2024 	
100	Mr Harrison referred to the publication. This was noted.	
101	Mr Harrison explained that the new Financial Handbook had been published and this included the Managing Public Money guidance and bite sized guides.	
102	Resolved: The Committee reviewed the risks and approved the ratings.	
	FR/24/113 – Items to be reported to the Board:	
103	Recommending to the Board for approval; <ul style="list-style-type: none"> verbal update on the one sub-contracting arrangement – Project Challenge. 	
104	Committee had approved <ul style="list-style-type: none"> Tuition Fees and Refund Policy 2024/25 Estates Strategy 	
105	Commercial and Partnerships - The Committee noted the developments had approved the progression to the next stage in relation to the FA project. The Committee had noted the progress in relation to the DWP apprenticeship hub programme.	
106	Estates and IT Update – The Committee had received an update on progress of the capital project and noted that the project was on time and budget.	

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107	HR update – received the HR report and noted improvements in relation to recruitment and staff sickness absence.	
108	Financial Performance Report – received the Management Accounts to 29 February presented to the Board.	
109	Management Accounts – operating deficit of £388,000 to date against a budgeted deficit of £177,000. Committee members noted that the revised forecast outturn was an operating surplus of £700,000.	
110	The Committee had also received the Data Protection update.	
111	No amendments to the risk register were proposed.	
112	Mr Clark provided thanks to Mr Wright on his last Finance and Resources Committee meeting. He thanked him for his commitment to the Committee and for standing in as Chair of the Committee.	
	FR/24/114 – Dates of Future Meetings	
113	Finance and Resources Committee – 27 June 2024 at 5.00pm	

Signed as a true and accurate record

Chair Mr JP Yates

Date 27 June 2024