



**CALDERDALE COLLEGE
FINANCE AND RESOURCES COMMITTEE MEETING**

**Minutes of the Meeting held on 27 November 2023 held
in person; Board room and via MS Teams**

Present:

Andrew Wright	External Governor & Chair (appointed FR/23/138a)
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 (appointed FR/23/138a)

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
1	FR/23/137 - Apologies for absence No apologies were received, all members were present.	
2	FR/23/138 – Confirmation of eligibility, quorum and declarations of interest 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	FR/23/138a – Appointment of Chair 2023/24 Resolved – Mr A Wright was appointed as Chair of the Committee for 2023/24.	
4	Resolved – Mr John-Paul Yates was appointed as Vice Chair of the Committee for 2023/24.	

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	FR/23/139 – Minutes of the meeting held on 29 June 2023	
5	Resolved: The minutes of the meeting held on 29 June 2023 were approved as a true and accurate record.	
6	Mrs J Taylor-Holmes, Clerk to the Corporation explained that the sections in red were commercial in confidence and would be redacted from the published minutes.	
	FR/23/140 – Matters arising	
7	A verbal update was provided in relation to the potential drawdown of the loan. Mr A Harrison, Vice Principal – Corporate Services explained that information had been provided to the Board and it had been agreed that it would currently be unwise to pay the loan with capital funds. It had also been noted that there was little likelihood of being able to borrow in the future due to the changes resulting from the reclassification of colleges as Public Sector and that this was another reason why pay down of the loan was not wise.	
8	All other matters arising were complete or on the agenda for consideration.	
	FR/23/141 – Commercial and Partnerships	
	External Funding	
9	Mr E Dockrat, Director of Commercial Services and Partnerships presented a report providing an update on external funding contracts.	
10	Mr Dockrat confirmed that the value of work in this area had reduced due to the ending of ESF funded projects. The finance update would be amended to reflect the negative variance budget against actuals.	Action: Mr Dockrat March 2024
11	Mr Dockrat referred to a number of new developments within the report as follows;	
12	The West Yorkshire Fair Workers Charter was a mayoral manifesto pledge and the College had applied to create and manage a system to encourage businesses to take up the Fair Working Charter and log these. There would be a	

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	particular push for public sector organisations to adopt the Charter.	
13	The College had submitted an expression of interest in relation to the West Yorkshire Hub Digital Skills and Green Skills offer as delivery partner under the Employment West Yorkshire contract.	
14	Mr Dockrat referred to the application for FA investment in the College outdoor sport pitches. An intention to bid had been submitted and a grounds assessment was due to be undertaken to discuss next steps. In relation to this project there were a number of other opportunities for further investment from Halifax town FC and the premier league. It was noted that there would be a need to replace the pitches in any event due to the age of the surface.	
15	Mr Dockrat described the progress underway with the Local Skills Improvement Funding project. It was noted that there was a requirement to spend revenue by the end of March 2024 and capital by the end of March 2025. Mr Dockrat confirmed that the College was involved in four strands and acting as lead applicant on the creative strand.	
16	Committee members noted that the industry 4.0 Hub was nearing completion and that there were opportunities to apply for some Bootcamp funding in a number of sectors including advanced manufacturing.	
17	Mr Dockrat referred to the research project NCFE-Immersive Technologies in Assessment and the opportunities to apply in future rounds.	
18	Mr Dockrat explained that there was a review meeting scheduled with the South Yorkshire Skills Bank to discuss increasing the take up and there had been some concerns about the impact of the program. An update would be provided at the next meeting.	Action: Mr Dockrat March 2024
19	Mr Dockrat provided an update on progress and discussions in relation to the Collaborative Apprenticeship program confirming that discussions continued in relation to the use of the apprenticeship levy as a match. An update would be provided at the next meeting. It was noted that the work done to date had been approved and that the full closure of the project was due at the end of February 2024. No income had been assumed in relation to the outstanding income. There remained around £350,000 in disputed payments.	

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	Committee members commended work undertaken to date to resolve issues and noted that the ESFA were fully supportive of the College position and encouraging the matter to be concluded.	
20	The information provided on Bootcamps and the Multiply project was noted.	
21	Resolved: The Committee noted the report.	
	External Funding – Sub Contracting	
22	Mr Dockrat presented a report on current sub-contracting and the ESFA subcontractors for non-core provision.	
23	Mr Dockrat explained that there was only one reportable sub-contracting arrangement with Project Challenge.	
24	Resolved: to recommend to the Board at its December 2023 meeting the updated list of subcontractors for non-core provision.	
	FR/23/142 - Estates and IT Update	
25	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.	
26	Committee members were referred to the AA Projects flash report which detailed the progress made to date.	
27	An update on the three projects was provided including information on variations and some elements awaiting Governor and DfE approval. Mr Harrison explained that should all work be completed as planned there would remain a contingency of £115,000. Plans in relation to the options to spend the contingency were shared.	
28	Mr Harrison explained that the asbestos removal work would be undertaken on 2 nd January 2024.	
29	Mr Harrison confirmed that the façade work was nearing completion with approximately 80% of the scheduled work complete. Scaffolding would be removed as and when this was not required.	

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30	It was acknowledged that there had been some challenges however the project had caught up and continued to be on time.	
31	Mr Harrison provided further information on the additional electrical works undertaken when some electrical issues had been identified when working above the ceilings.	
32	The flash report reference to progress was noted along with the variation works and additional works undertaken.	
33	Mr Harrison confirmed that improvement work to the reception space work had been approved and work would be commencing imminently. The cost for the PWC signage had also been agreed and a survey of the roof structure was to be undertaken.	
34	Committee members noted the work to be undertaken on the CCTV to ensure that this was functioning effectively.	
35	Committee members received the risk register noting progress and that there were no 'red' rated aspects.	
36	Mr Harrison explained that the College had an excellent relationship with the contractors and the Contractors had facilitated students to observe the works being undertaken.	
37	It was noted that a presentation on IT would be provided to the joint Audit and Finance and Resources Committee meeting.	
	Resolved: The Committee received and noted the report.	
38	Resolved: Committee members approved the FETCF contracts variations listed and approved the works to be submitted to the DfE for the forecast underspend.	
	FR/23/143 – Sustainability Strategy	
39	Mr Harrison provided the sustainability strategy.	
40	Committee members noted the work being undertaken and that the initial sustainability strategy set out the college overarching aim to achieve net zero by 2038.	
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42	<p>It was noted that there was further development of KPI's to be undertaken as part of the planet element of the strategic plan.</p> <p>Resolved: Committee members recognised the initial Sustainability Strategy in setting out the overarching aims of the College and noted that this would be superseded by a comprehensive strategy co-produced by the newly established planet strategic group when INENCO had carried out its environmental assessment.</p>	
43	<p>FR/23/144 - HR update</p> <p>Mr Harrison provided the HR report and presented the HR dashboard.</p>	
44	<p>Mr Harrison explained that the pay award offer approved by Governors at the October board meeting had been accepted by the unions and paid in the November pay run. Committee members agreed that this would support staff morale.</p>	
45	<p>Resolved: The Committee noted the report.</p>	
46	<p>FR/23/145 – Framework for setting of Pay and Conditions for all Staff</p> <p>Mr Harrison presented the College Pay Framework for discussion and recommendation to the board for approval.</p>	
47	<p>Mrs Harrison explained that the Framework set out the approach to pay and the approval of the Framework was a primary responsibility of the Governing body.</p>	
48	<p>Resolved: Committee members recommended the College Pay Framework to the Board for approval.</p>	
49	<p>FR/23/146 – Recruitment 2023/24 Update</p> <p>Mr Harrison provided an update on recruitment following the Governor Development Day held on 28th September 2023.</p>	
50	<p>Mr Harrison commented that there had been significant growth in 16-18-year-old learners and most had now passed the 42-day period.</p>	
51	<p>Committee members commented on the positive increase in student numbers and that the challenges resulting from this would be shared with the board.</p>	

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52	Committee members commented that it was positive to see the green ratings within the report.	
53	Resolved: The Committee noted the report.	
	FR/23/147 – Financial Performance Report	
54	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 30 October 2023 including year-end forecast.	
55	Mr Harrison presented the management accounts up to Period 3 (end October 2023).	
56	Mr Harrison confirmed that the College was currently showing 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.	
57	It was noted that updated information would be provided to the next meeting including the pay award and the possibility of in year growth funding and the impact on the budget.	
58	Resolved: The Committee received the Management Accounts to 31 October 2023.	
	FR/23/148 – Data Protection Update	
59	Mr Harrison provided the data protection update and explained that the Data Protection Officer role continued to be provided by Naomi Korn Associates. Mr Harrison commented that the report documented gradual improvement against the key findings identified.	
60	Mr Harrison explained that some support in this area was now being reduced as progress was made.	

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61	Committee members noted the progress made in establishing and implementing the action plan to achieve and maintain compliance.	
62	Resolved: Committee members received the Data Protection update.	
	FR/23/149 – Policies <ul style="list-style-type: none"> • Disciplinary Policy • Grievance Policy 	
63	Committee members reviewed the Disciplinary and Grievance Policies.	
64	Resolved: Committee members recommended the Disciplinary Policy and the Grievance Policy to the Board for approval.	
	FR/23/150 – Risk Management	
65	Mr Harrison presented the extract from the Risk Register detailing those risks which are overseen by the Committee.	
66	Mr Harrison explained that one risk continued to be rated as red. It was agreed that, due to the continued risk in this area, this would continue to be rated as red.	
67	Committee members noted the developments in relation to the assessment of risk appetite and the assessment of whether the risk was current within appetite.	
68	In relation to the risk around failure to recruit suitable staff. Mr Harrison explained that it was hoped that the pay award may positively impact on this, a number of other actions were planned. It was noted that the risk varies and there remained some key areas where recruitment was a challenge.	
69	In relation to the challenges to recruit to learner support roles. This had been discussed with the Local Authority, particularly in relation to the level of funding provided. Mr Harrison reported that other Colleges had also identified this an area of challenge.	
70	Resolved: The Committee reviewed the risks and approved the ratings.	

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	FR/23/151 – Other Assurance Report Annual Strategic Conversations Feedback	
71	Mr Harrison presented the Annual Strategic Conversations Feedback.	
72	Mr Harrison explained that the next Annual Strategic Conversation was planned for 14 March 2024.	
73	Resolved: Committee members received the other assurance report - Annual Strategic Conversations Feedback.	
	FR/23/152 – Department for Education: College Financial Forecasting Return 2023-2025 ESFA Governor Dashboard	
74	Mr Harrison explained that the Dashboard was now available online and Governors were able to access this; the pdf version was provided to Governors.	
75	Mr Harrison provided the summary dashboard. The financial health grade was good for 2022/23 and good for 2023/24.	
76	Committee members noted the comparison information in relation to other Colleges.	
77	Resolved: Committee members received the Department for Education: College Financial Forecasting Return 2023-2025.	
	FR/23/153 – Committee Self-Evaluation	
78	Mrs Taylor-Holmes presented the Committee self-evaluation.	
79	Committee members discussed performance of the Committee and noted that the Committee had discharged the delegated responsibilities and provided good challenge.	
80	It was noted that the recent Ofsted inspection had graded Leadership and Management as outstanding. It was agreed that the Committee would self-assess effectiveness as outstanding, grade 1.	

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81	Terms of Reference – Committee members reviewed and approved the proposed amendments and recommended to the Board for approval.	Action: Mr Harrison / Mrs Taylor-Holmes March 2024
82	Schedule of business – in relation to staff survey reporting; it was agreed that Mr Harrison and Mrs Taylor-Holmes would discuss this matter further.	
83	Subject to the review, the Committee approved the schedule of business.	
	FR/23/154 – Items to be recommended to the Board:	
84	Recommending to the Board for approval; <ul style="list-style-type: none"> • Sub-Contracting Report • Framework for setting of pay and conditional for all staff. • Disciplinary Policy • Grievance Policy • Terms of Reference 	
85	Commercial and Partnerships - The Committee noted the developments and the budget variations outlined within the report. Committee members had further discussed the potential risk and actions to be taken in relation to the Collaborative apprenticeships projects which could impact up to £350,000	
86	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. AA projects attended the meeting and provided an update on progress.	
87	Committee members approved the FETCF contract variations listed within the report and considered proposal works to be included in a submission to the DfE for the forecast underspend.	
88	Sustainability Strategy – The Committee approved the sustainability strategy, noting that further information would be presented to a future Governor Development day.	
89	HR update – received the HR report and noted that the staff pay award had been agreed at the October Board meeting, accepted by the Union and paid to staff backdated to August 2023.	

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90	Financial Performance Report – received the Management Accounts to 30 October presented to the Board.	
91	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 £500,000.	
92	The Committee had also received the Data Protection update, feedback from the Annual Strategic conversations in the sector, the College financial forecasting return 2023-25 and reviewed the risks allocated to the Committee with some amendments suggested.	
93	Self-evaluated awarded a 1 – Outstanding	
	FR/23/155 – Dates of Future Meetings	
94	Finance and Resources Committee – 26 March 2024 at 5.00pm	

Signed as a true and accurate record

Chair Mr A Wright

Date 26 March 2024