

**MINUTES OF THE MEETING OF  
THE FINANCE, RESOURCES AND INVESTMENT COMMITTEE  
HELD VIA MICROSOFT TEAMS AT 5.30PM ON WEDNESDAY 21  
OCTOBER 2020**

|  |  |
|--|--|
| <b>Present:</b> Mr M Stone (Chair)<br>Dr A Birkinshaw<br>Mr D Langton<br>Mr D Mabbitt<br>Mr G Dixon (Vice-Principal Finance and Resources) | <b>In attendance:</b> Mrs J Matthews (Director of Governance)<br>Mrs A Lall (Vice-Principal Curriculum & Quality)<br>Ms R Charmbury (Director of Business & Community) |
|--|--|

**ACTION**

**APOLOGIES FOR ABSENCE**

M20/34 There were apologies for absence from the Principal.

**DECLARATIONS**

M20/35 There were no declarations of interest.

**MINUTES OF 2 JULY 2020 AND 12 AUGUST 2020**

M20/36 The minutes of the meetings held on 2 July 2020 and 12 August 2020 were approved as a correct record.

**MATTERS ARISING ON THE MINUTES**

M20/37 Members noted the update on matters arising on the minutes provided in the action tracker.

*M19/101 – Equine unit*

M20/38 It was noted that the actions relating to the Equine Unit would remain amber until completed.

*M19/154 – financial strategy*

M20/39 It was noted that there were now strong foundations for a financial strategy and there would be some value in formalising that. It was agreed to convert the finance action plan into a strategy accompanied by operational plan.

**VP F&R**

*M20/13 – risk assessments*

M20/40 It was noted that the Health and Safety Manager was currently absent and that consideration was being given to how to address this.

**PROGRESS UPDATE: APPRENTICESHIPS**

M20/41 It was reported that 16-18 apprenticeship numbers had now increased to 304 from 249 and 19+ had increased from 131 to 155. It was reported that the College was working with employers and supporting them to take on apprentices where possible. The AoC was also lobbying on the behalf of colleges in this area. It was noted that there were 100 starts to process and in response to a question, it was confirmed that apprentices could start learning before being fully registered. Governors explored the leadership team's impression of employer relationships and noted that there remained a significant opportunity. Employer horizon scanning groups were being established and these relationships would form a key part of the role of the new Director of Business and Community, along with the employer engagement strategy.

M20/42 A question was asked about the impact of the staffing issues in Construction and Motor

|        |  |   |
|--------|--|---|
|        | Vehicle and what plans were in place to address the situation. The Director of Business and Community reported that the existing relationships meant that it was not a significant issue and measures were being put in place to recruit, including advertising in more specialist fora.   |   |
|        | <b>SUB-CONTRACTING ANNUAL REPORT 2019-20</b>   |   |
| M20/43 | It was noted that most sub-contractors had met their contract allocation with the exception of one. Achievement was well above national average and the management fee was 18.9%, within the permitted limit. It was intended to reduce sub-contracting to only 10% by 2023-24 and a new strategy was being developed. A question was asked about whether there were any opportunities in relation to Derwent Training and the Vice-Principal (Curriculum and Quality) agreed to explore this further. The benefits of sub-contracting in relation to adult achievement rates and flexibility in the adult budget were highlighted and it was agreed that should be considered in developing the new strategy. | <b>VP C&amp;Q</b><br><br><b>Director Business &amp; Community</b> |
| M20/44 | A question was asked about when the new strategy would be ready for Board consideration and it was reported that there were a number of factors to take into account and that it would not ready for some time.  |   |
| M20/45 | The Committee approved the Sub-contracting annual report for submission to the Board.  |   |
|        | <b>STUDENT ACTIVITY REPORT</b>   |   |
| M20/46 | The Vice-Principal (Curriculum and Quality) highlighted the key points in relation to student activity and concerns around HE numbers were noted. The Committee noted that the High Needs allocation had been consistently exceeded and a request had been made for an additional £150k of funding from North Yorkshire County Council in respect of that. Although it seemed unlikely that the full amount would be received, it was hoped that a proportion would be. Additional Learner Support had not been requested for adults in the past but would be moving forward.  |   |
| M20/47 | A Governor questioned the 4.1% condition of funding and what plans were in place to address that. It was reported that daily attendance reports were being provided to managers who were being challenged in relation to their actions. The figure was decreasing and remained within tolerance. The Vice-Principal (Curriculum and Quality) reported that she intended to presented one detailed maths and English report to future meetings of the Learning, Teaching and Assessment Committee.  | <b>VP C&amp;Q</b>   |
| M20/48 | It was requested that future reports showed the income attached to the activity and performance against budget.  | <b>Principal/VP F&amp;R</b>                                       |
| M20/49 | A question was asked about the situation at Day 42 and how that compared to previous years. The Vice-Principal (Curriculum and Quality) reported that the data had been requested and Governors would be updated once that was available.  |   |
| M20/50 | It was noted that HE numbers were low and members questioned what steps were being taken to address that. The Vice-Principal (Curriculum and Quality) reported that some additional HE enrolments had resulted from the Open Day and a January start would be introduced.  |   |
|        | <b>FINANCE</b>   |   |
|        | <b>Management accounts and finance KPIs</b>  |   |
| M20/51 | it was noted that the health score remained at Requires Improvement with 150 health points, and there was nothing that could be done to influence that in the current year. Governors commented that the sensitivity analysis was helpful and the Vice-Principal (Finance and Resources) reported that he would include that in the management   | <b>VP F&amp;R</b>   |

|        |   |                   |
|--------|---|-------------------|
|        | accounts in future.   |                   |
|        | <b>Finance review and action plan</b>   |                   |
| M20/52 | It was noted that the report from the FEC had not been received at the time of writing although was now available and recommendations from that visit had been added to the action plan. A Governor challenged what action was being taken to address low average class sizes and part-time staffing numbers, and how there was visibility particularly in relation to those curriculum areas that had under-recruited. It was reported that all part-time staffing had to be pre-arranged and that the purchase of 4Cast would help with identification of class size issues. Work was currently taking place within the senior team to increase staff utilisation. A further question was asked about whether central reports on average class size were available and it was reported that there was central reporting on staff utilisation, which could be explored down to individual staff member level. Where staff were underutilised, contracts were either being reduced or they were being used in other curriculum areas. In relation to class size, each group was being looked at and, where small groups existed, they were being merged with others under the same tutor. |                   |
| M20/53 | Governors sought reassurance that rapid steps would be taken to address average class size and staff utilisation, particularly in areas of under-recruitment and it was confirmed that there was a focus on this in College. A request was made to receive a breakdown of subjects, average class size, staff utilisation and part-time staffing.   | VP F&R/<br>VP C&Q |
| M20/54 | A question was asked about the credibility of the plan to deliver the in-year savings and the Vice-Principal (Finance and Resources) reported that 75% of the target had been achieved. The curriculum restructure had now started and the savings would start flowing through by early January 2021. It was confirmed that the control budget would be presented to the Committee at its next meeting, and would be based on what was known at that time.  |                   |
| M20/55 | The Vice-Principal (Finance and Resources) reported that a new finance system had been reviewed and would be implemented, at a small additional cost, by December 2020. This would allow budget holders to access an online system with a dashboard.  |                   |
| M20/56 | Governors challenged the timeliness of the management accounts, when those might be received in a timely way, and what the significant obstacles were that were preventing it. The Vice-Principal (Finance and Resources) reported that the system was cumbersome and the upgraded finance system, along with other operational changes, should allow that to be achieved. The target remained for production of the management accounts within 10 working days.  |                   |
|        | <b>HEALTH AND SAFETY</b>  |                   |
|        | <b>Health and Safety Policy</b>   |                   |
| M20/57 | The revised Health and Safety Policy was re-presented to the Committee and concerns were expressed about the responsibilities of the Principal as set out in the policy. Reassurance was also sought about how there could be confidence that this was being put into practice on a day to day basis, and what audits were therefore taking place.  |                   |
| M20/58 | It was reported that the Health and Safety Manager was currently absent from College and temporary arrangements had been put in place using both internal and external support. It was recognised that it needed to be embedded into the environment and for staff to recognise their responsibilities. It was requested that the policy also include reference to health and safety awareness amongst students.  | VP F&R            |
| M20/59 | Governors agreed that an annual independent assessment should be carried out across   | VP F&R            |

|        |  |                          |
|--------|--|--------------------------|
|        | the College to provide assurance about compliance. A request was made that legal advice also be sought on the policy and that an amended policy be brought to the next meeting for consideration. The Director of Governance agreed to share contact details for Eversheds Sutherland in relation to this.   | <b>VP F&amp;R<br/>DG</b> |
| M20/60 | <b>Health and Safety report and KPIs</b><br>The Committee received the latest Health and Safety report and KPIs and noted the contents. It was noted that accidents would be reported on a rolling 12-month basis, showing the trend, and it was suggested that the percentage also be included as an increase in the number of students may lead to an increase in numbers.   | <b>VP F &amp;R</b>       |
| M20/61 | <b>Covid Update</b><br>A question was asked about the number of staff and students currently affected by Covid and it was reported that staff numbers were similar to those reported, and student numbers had fallen.  |                          |
| M20/62 | <b>ESTATES AND TECHNOLOGY REPORT</b><br>CONFIDENTIAL MINUTE  |                          |
| M20/63 | <b>RISK REVIEW</b><br>The Committee reviewed the risks relevant to its work and it was agreed that the weekly cashflow reports should be circulated to all members in future. It was agreed that there was now more transparency around the cash position.   | <b>VP F&amp;R</b>        |
| M20/64 | <b>COMMITTEE EFFECTIVENESS</b><br>A summary of the Committee effectiveness survey had been circulated and the Director of Governance reminded members of the EFT online training modules that were available, details of which had been circulated. It was agreed that another member would be a useful addition to the Committee and it was noted that the Search and Governance Committee would be considering this at its next meeting. |                          |
| M20/65 | <b>REVIEW OF MEETING</b><br>Members reviewed the meeting and agreed that it had been effective.  |                          |
| M20/66 | <b>DATE OF NEXT MEETING</b><br>It was noted that the next meeting would be held on Thursday 26 November 2020.  |                          |
|        | <b>The meeting closed at 7.55pm.</b>   |                          |