

Newbury College Corporation Finance & Resources Committee

**Minutes of a meeting held on Monday 2nd March 2020
at 4pm in the College Restaurant**

Present		Role
Membership	Mike Farwell (MF)	External Member – Chair
	Geoff Knappett (GK)	External Member
	Jane West (JW)	External Member
	Iain Wolloff (IW)	Principal
In Attendance	Jayne Steele (JS)	Director of Finance & Resources
	Lee Hunt (LH)	Vice Principal
	Jackie Heggs (JHe)	Teaching and Quality Manager
	Jo Houghton (JoH)	Director of Business and Partnerships
	Cathy Wright (CW)	Director of Human Resources
	Richard Elwell (RE)	IT Services Manager- Item 11 only
	Gill Parkinson (GP)	Clerk to the Corporation
Quorum:	Three members required	Meeting quorate, 4 members present

Item No.		Action
1.	APOLOGIES FOR ABSENCE There were no apologies. Chris Boulton was currently taking time out as a Governor due to a conflict of interests. The meeting was quorate.	
2.	DECLARATIONS OF INTERESTS Members confirmed that they had no declarations of interest to make.	
3.	MINUTES OF THE PREVIOUS MEETING The Committee approved the minutes of the meeting held on 25 th November 2019 subject to the change which MF requested in Item 15.1 – “It was agreed to put in place a process to ensure that the renewal of the MIS system contract would be planned for in advance in the future” – GP to action.	GP
4.	MATTERS ARISING FROM THE MINUTES All matters arising had been actioned.	

5.	<p>MONTHLY MANAGEMENT ACCOUNTS</p> <p>JS presented the December 2019 management accounts and noted that the January accounts had been delayed due to the need to produce the IFCM. Monthly management accounts were now being sent out monthly to ALL Governors in line with FE Commissioner best practice.</p> <p>Key points were:</p> <ul style="list-style-type: none"> • The finance team were focused on cost savings. Contract renegotiations would take place as they were renewed. Salary/PFI costs (biggest costs) could not be reduced significantly in 2019-20 but savings would be sought in the next two years. The SMT would monitor curriculum changes as they arise. • The allocation had been made the day after the IFCM submission date and was £65K lower than expected due to a miscalculation, moving the College into “Requires Improvement.” This illustrated that the IFCM should be submitted later in the year. (NB If the change to the EBITDA calculation had been allowed as requested due to the College’s unique PFI situation, this would still be “Good”). <p>Overall The forecast operating deficit for the year was £818k vs a budget of £652k (JS noted this was a slight improvement on the previous month).</p> <p><u>Questions:</u></p> <p>MF – when would management accounts be available? Third week of the following month. MF noted the Committee would prefer “raw” figures as early as possible. JS stated that the ESFA would interrogate the accounts closely so aimed for accuracy.</p> <p>Would the next 2-year forecast update be monthly? MF Yes. Following discussion where Governors noted that monthly forecasts would be very onerous and unnecessary, it was agreed that Finance would provide forecasts quarterly rather than monthly.</p> <p>There were no further questions.</p>	
6.	<p>INTEGRATED FINANCIAL MODEL FOR COLLEGES (IFCM)</p> <p>JS reminded the Committee that this paper was considered by the Corporation at the Extraordinary meeting held on 24th February. The Committee was being asked to review the forecast Income and Expenditure to identify any further considerations for the forthcoming budget-setting process. The Committee had no comments to make.</p>	
7.	<p>HR DASHBOARD</p> <p>CW presented the HR report. This provided a current update on key HR statistics and activities to give Governors an overview of the College. Key points were:</p> <ul style="list-style-type: none"> • Absence and labour turnover continued to be higher than desired but were in line with industry averages. • Implementation of the new HR System was a key priority to meet the deadlines required. Progress so far was to plan, and initial review of the system was very positive with a planned “going live” date of 4th April. 	

	<ul style="list-style-type: none"> The IIP Silver Award had been awarded and was close to Gold. IW thought the award provided focus and CW noted this had improved from a tick-box exercise to adding more value. <p>MF made the following comments and requests for more information:</p> <ul style="list-style-type: none"> Sector benchmarking across the sector on e.g. sickness days would be a useful addition. CW would include in her next report as a percentage. Headcount v budget figures would also be useful. Employee tribunal claims data, also: Data from exit interviews. Long-term sick leave numbers. Allocation of training budget. <p>CW would provide these where possible.</p> <p>There were no concerns on Safeguarding training as CW reviewed this monthly and was also trying to ensure certificates were transferable from other bodies.</p> <p>CW would provide Governors with any training requiring completion.</p> <p>GK noted that CSE had the lowest completion rate. CW thought this was linked to the dates when training was brought in but would include more information in the report if possible.</p> <p>There were no further questions.</p>	<p>CW</p> <p>CW</p> <p>CW</p> <p>CW</p>
8.	<p>PAY REVIEW</p> <p>IW noted staff members should normally be asked to leave the meeting but given the recommendation that the pay is 0% he thought all staff present should stay.</p> <p>The previous years' increases were 1% and 0% - many other Colleges had not given pay rises for a long period with > 50% in intervention. The forecasts acknowledged that when the financial situation improved there should be a pay rise.</p> <p>The feedback from consultation was that lower paid staff in particular were concerned about low pay rises, however as the minimum wage was increasing the differentials were getting smaller.</p> <p>GK highlighted the possible effects on staff morale and retention. IW confirmed that staff would not be informed when it had been decided to offer no pay rise. Redundancies had been made so IW thought most staff were understanding. CW stated that lower salary levels result in loss of support staff rather than teaching staff, particularly as schools were paying higher salaries.</p> <p>GP to confirm best practice for staff attendance at meetings where a pay increase of 0% was on the agenda.</p>	<p>GP</p>

<p>9.</p>	<p>GENDER PAY GAP REPORT</p> <p>CW explained that the Gender Pay Gap report is a statutory requirement for any organisation that has 250 or more employees and is posted to the College web-site as required.</p> <p>The calculations compare hourly pay rates of male and female staff at a snapshot date, which for this year is 31 March 2019. Whilst the College employs over 250 staff, there were several employees who were not eligible to be part of the calculation which meant that the College is not required to report this information, but chose to make a non-statutory report demonstrating the College's commitment to equality, diversity and transparency.</p> <p>The figures showed an improvement in the median pay rate year on year, largely due to more Sessional Lecturers submitting pay claims (many of whom are female staff). Results were:</p> <ul style="list-style-type: none"> • Mean Gender Pay rate for male employees was 17.56% higher than the mean pay rate for females, which has improved from 22.22% in 2017-18. • Median Gender Pay rate was 22.31% higher for male employees, which had declined from 20.08% in 2017-18. • Bonus earnings are unable to be calculated – of the 2 men eligible to achieve bonus earnings, neither received this. • Upper quartile salary bands were more evenly split than lower salary quartiles, where a large percentage are female. There was a slight improvement in the lower quartile, where the College had employed a few more male employees as this is mostly support assistants for foundation learners. <p>GK highlighted that the wording in advertisements was important. There were no questions.</p> <p>The Committee recommended the Gender Pay Gap report to the Corporation for approval. GP would include in the Corporation agenda.</p>	<p>GP</p>
<p>10.</p>	<p>HEALTH, SAFETY & ENVIRONMENT REPORT</p> <p>The report outlined Health & Safety actions, outstanding actions and concerns from Aug 2019 to Feb 2020, that may either have a direct or indirect impact on the College. This was the first report and linked to the college's responsibilities not Mitie's. It summarised key areas of H&S provision including:</p> <ul style="list-style-type: none"> • Health and Safety Committee • Incidents • First Aid • Emergency Procedures • Risk, COSHH, DSEAR assessments • Water Quality • COVID-19 • Environmental • Policies and Procedures • Safety Culture <p>MF asked about Coronavirus procedures. The situation was evolving rapidly. The CEO of the AOC had said it should be at the top of the Risk Register. CW's team were holding daily meetings and there was a plan for closing the College if required.</p>	

	<p>MF asked about lockdown practice. This would be undertaken in September.</p> <p>Was H & S training given? Yes, Key areas had online access, but this was migrating to all staff.</p> <p>MF asked who is responsible for environmental policies? An action plan was being drawn up which would be used to engage the students. Student Council also often initiated changes.</p> <p>GK asked about health and wellbeing. This was considered through Curriculum for students and HR for staff. Key relevant staff were trained in mental health, youth mental health and first aid.</p> <p>IW requested more information on accidents in future papers.</p> <p>There were no further questions.</p>	CW
11.	<p>ICT REPORT</p> <p>RE joined the meeting and MF thanked him for his report. He presented this. Key points were:</p> <ul style="list-style-type: none"> • Focus on UCN and larger contracts. IT Strategy was being updated which would be brought to the June meeting. LH was looking at the Digital Strategy. • Cyber essentials were being initiated by the Government and would be in place and compliant by August. This would be taken to the Corporation for approval and some contracts would stipulate this. Other IT policies were also in the schedule and would be considered by the Corporation. • Insurance covered some of the costs in the event of a cyber-attack. • MF to look at the Disaster Recovery Plan. • RE would be making more use of One Drive to enable flexibility. <p>MF asked whether the College shared ideas with other Colleges and whether there was external support? IW noted there are networks and jisc infrastructure to share data. There was no formal sharing mechanism with other Colleges at present, but experiences were shared through the AOC.</p> <p>MF asked RE to share his main concerns. These were mainly around security. LH had audited on-line safety and parents needed to be made aware of the challenges. Keywords and filters were in place to block web-sites.</p> <p>MF thanked RE and he left the meeting.</p>	MF
12.	<p>MARKETING STRATEGY & KPIS</p> <p>JoH presented. New interim KPIs had been set for the marketing department to achieve by 31st July 2020 around Applications, School Liaison, Social Media, Event Attendance and Room Hire sales revenue.</p> <p>The Marketing team should meet the College Strategic Plan strategic aims. Cost/impact analysis was now provided so that KPIs could be improved in the following year.</p>	

	<p>There were several questions and comments:</p> <p>MF suggested that newspaper/press coverage could be included as a KPI.</p> <p>GK noted that too many areas could be being measured albeit difficulties arose from other factors affecting student numbers which weren't being measured.</p> <p>IW explained that student numbers were the key measurement and destination was also important.</p> <p>JoH agreed that this is a work in progress and would consider the comments made.</p> <p>There were no further questions.</p>	<p><i>JoH</i></p>
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Confirmed as a correct record:
	Signature of Committee Chair

	Date