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Minutes

Part I

Finance and Resources Committee
Part I minutes

Meeting Time and Date	1700 on 16 March 2020
Meeting Location	Room H2, Enfield
Members	Doug Fussell (Chair) Peter Doble (Vice Chair and Acting Chair) Roger McClure Heather Barrett-Mold OBE Malcolm Goodwin (Principal) Lady Milnes-Coates 
Observers	Christine Bianchin (Academic) Susanne Datta (HR) Damien Fallon (Finance) Steven Girling (Estates)
Minute Taker	Joanne Coffey (Clerk)
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	Action
<p>1. Apologies</p> <p>1.1. Apologies were received for Doug Fussell and Susanne Datta.</p> <p>1.2. Vice Chair, Peter Doble, chaired the meeting.</p> <p>1.3. The Acting Chair thanked staff for the detailed and comprehensive range of reports, covering a wide scope of activities being undertaken during a very difficult period.</p>	
<p>2. Declaration of Interests</p> <p>2.1. None.</p>	
<p>3. Minutes (Decision)</p> <p>Resolved to</p> <p>3.1. Approve the minutes of the Finance and General Purposes Committee meeting held on 12 November 2019 as a correct record and authorise the Chair to sign them.</p>	

<p>4. Matters Arising</p> <p>4.1. The narrative that Governors requested be in the Financial Plan will now be in the Integrated Financial Model for Colleges (IFMC) which had not yet been completed.</p>	
<p>5. Six Month Group Management Accounts and Revised Budgets 2019-20 (Decision)</p> <p>5.1. The management accounts and the budget reports were received together to enable Governors to consider explanations of variations against budget to date and end of year budget, and to raise questions on potential inconsistencies between the management accounts showing on an adverse position of £560k and the end of year projections showing a surplus of £455k.</p> <p>5.2. The operating surplus for the period was £560k below the phased budget. This reflected the pace of change in College operations and the need to refresh the budget for the year in terms of High Needs provision.</p> <p>5.3. The net asset position on the balance sheet had increased by the surplus for the period, £507k, which reflected the acquisition of Mottingham.</p> <p><u>COVID-19</u></p> <p>5.4. If the College had to close for a substantial period, due to COVID-19, then it would be expected that the ESFA would assist with cash-flow issues further down the line. Consideration may need to be given to students that request refunds if they cannot complete their courses, but as the situation was unclear at the time of the meeting, the College was remaining flexible.</p> <p>5.5. For events that may have to be cancelled, risk would be minimised through delaying spending on the event resources.</p> <p>5.6. Special provision would be put in place for High Needs students.</p> <p>5.7. The College's intent was to stay open for as long as safely possible and to switch to online teaching through the Moodle platform if it became necessary.</p> <p><u>Funding</u></p> <p>5.8. The funding for the Mottingham students was now in place.</p> <p>5.9. High Needs funding had grown by £300k which correlated with increased agency expenditure.</p>	

<p>7.2. The deadline for submission of the IFMC was 28 February 2020, but the College sought, and was given, an extension until 27 March 2020.</p> <p>7.3. The experience of other colleges is that the model had been complex to complete and many revised versions had been released by the ESFA.</p> <p>7.4. The Committee agreed, that due to the exceptional circumstances, that Chair's Action would be accepted for the Governing Body to approve the IFMC for 2019-20.</p> <p>7.5. Management were of the opinion that the Governing Body should still receive a full three-year financial plan in the current format, for approval in the summer of each year, as in prior years. This would then form the basis of the IFMC which would be presented to the Governing Body in December each year and then submitted to the ESFA before the 31 January deadline.</p> <p>Resolved to</p> <p>7.6. Agree to use Chair's Action for approving the 2020 IFMC submission to the ESFA.</p> <p>7.7. Recommend to the Governing Body to continue to receive a three year financial plan for the College each summer.</p> <p>7.8. Recommend to the Governing Body to receive an updated financial plan at the autumn meetings for submission via the IFMC in the following January.</p>	<p style="text-align: center;">Governing Body</p>
<p>8. Report of the Human Resources Director (Decision)</p> <p style="padding-left: 40px;"><u>Whistleblowing Policy</u></p> <p>8.1. The College's Whistleblowing Policy was fully reviewed and updated to:</p> <ul style="list-style-type: none"> a) include safeguarding for whistleblowers b) change the designated officer from the manager to the Principal or Clerk. <p>Resolved to</p> <p>8.2. Accept the revised Whistleblowing Policy and recommend it to the Governing Body for approval.</p>	<p style="text-align: center;">Governing Body (Appendix III)</p>

<p><u>Mottingham contracts</u></p> <p>8.3. The staff at Mottingham were eager to engage in harmonising terms, however, the transfer itself was not a legal reason to harmonise their existing protected terms.</p> <p>8.4. The variation of terms and conditions can be carried out for economic, technical or organisational (ETO) reasons, entailing changes to the workforce and relating to the numbers or functions of the employees affected.</p> <p>8.5. It was unlikely at this stage that ETO reasons were justified, therefore, terms and conditions will remain protected for a period of time.</p> <p>8.6. In terms of pay disparity caused by the TUPE transfer, TUPE was, and is, the genuine reason for a pay disparity.</p> <p><u>Appraisal and Probationary Procedures</u></p> <p>8.7. A working group has been set up to restructure the appraisals process, which the Clerk is also a member of.</p> <p>8.8. One of the main revisions will be to create an online process, which will feed into the College's quality improvement plan and our strategic/operational objectives, creating a live document which is accessible at any stage of the appraisal process.</p> <p>8.9. The process will increase line manager one-to-ones. These valuable meetings will feed into the appraisals system in a more interactive way, to keep on top of any issues as they arise.</p> <p><u>Staff Development</u></p> <p>8.10. The College had raised its standards to require that all teaching staff must have a Level 5 qualification, and have entered into a partnership agreement with the College of Haringey and North East London to deliver teacher training.</p> <p>8.11. An audit was being carried out to ensure that all staff who did not meet this criteria, receive appropriate training.</p> <p>8.12. Governors requested that the outcome of this audit is reported back to the Committee in table format.</p>	<p style="text-align: center;">Human Resources</p>
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9. Review of Finance and Resources Risk (Decision)

COVID-19

- 9.1. The College had been closely monitoring and following NHS Public Health England (PHE) advice in response to the COVID-19 outbreak.
- 9.2. Measures that were in place included:
 - a) Keeping staff and students immediately informed of all new guidance.
 - b) Requesting staff and students to comply with hand washing via a 'Catch it, Bin it, Kill it' poster campaign.
 - c) More thorough cleaning of the estates, including disinfecting metal door knobs.
 - d) Hand sanitizers installed around the estates.
 - e) Students and staff were being encouraged to self-isolate following Government and PHE guidelines.
 - f) In-house meeting rooms were being set up to adhere to social distancing.
- 9.3. Measures that were being prepared in case of College closure included:
 - a) Moodle was being prepared to conduct all non-practical teaching and learning online. This platform also allows tutors to track learner engagement.
 - b) Practical lessons were more of a challenge but videos could give visual insight until students could return onsite.
 - c) High Needs students' needs were being risk assessed.
 - d) Maintaining unbroken Governance and effective administration of the College.
 - e) Technology was being explored for remote and written meetings.
- 9.4. The College had recognised the importance of creating a balance between being responsive versus creating concern.
- 9.5. The Business Continuity Plan included a High Level Action Plan for each campus and service.

<p>9.6. The Search, Governance and Remuneration Committee were overseeing any proposed changes to Governance.</p> <p>9.7. As there was a substantial financial risk to the College, management were remaining alert to aligning income against resources, particularly in terms of agency staff.</p> <p>9.8. Governors gave their thanks for the prompt and comprehensive action taken by managers and staff to manage the COVID-19 crisis.</p> <p>Resolved to</p> <p>9.9. Make no further changes or recommendations to the College risk management based on the review and discussion of the standing Principal Risks.</p>	
<p>10. Enfield Masterplan (Decision)</p> <p><u>Background</u></p> <p>10.1. The College initially submitted an outline planning application (OPA) for the Enfield site Masterplan in December 2018.</p> <p>10.2. At a consultation meeting with a planner from the London Borough of Enfield in March 2019, the College were advised that several documents and reports would be required to support this OPA and these were duly submitted on 14 April 2019.</p> <p>10.3. Despite regular weekly chasing from the College the documents were not considered by the planning department until May 2019.</p> <p>10.4. In August 2019, the planning officer confirmed that they now had all of the information needed, and proceeded to put the OPA out to public consultation for 21 days. The planning officer and the Head of Planning confirmed the OPA would be assessed by the planning committee on the 26 November 2019 and approval was recommended.</p> <p>10.5. The planning committee then deferred their decision as they required new detailed plans of each structure, which goes beyond an outline planning application, which the College does not have existing designs for.</p> <p><u>How to proceed</u></p> <p>10.6. The College had been asked to progress with a series of small detailed planning applications, which cost approximately £5k each.</p>	

<p>10.7. As the Visitor Centre was not an educational building, and could appear out of context with the College's strategy, detailed planning would also make sense for better context to the planners.</p> <p>10.8. This would also assist with fundraising as it is difficult for sponsors to donate funds when they cannot visualise what they are investing in.</p> <p>10.9. Governors posed the important question 'Does the Visitor Centre still make sense?' which led to the following points:</p> <ul style="list-style-type: none"> a) The Visitor Centre would be where the educational aspect of the College was given a platform for external visitors, including future employees and industry specialists. b) The high quality building would also take pressure away from other teaching areas. c) Its primary function would be to enable expansion of Capel's educational provision. d) Governors felt that the name 'Visitor Centre' could be changed to demonstrate its use as a reception building or "gateway" to the College to make it clear that it is not for external use only. This perceived disparity could also be why the Enfield planners are needing further clarification. The Committee agreed to consider a name change. <p>Resolved to</p> <p>10.10. Agree that the College proceeds with the larger detailed planning application for the visitor centre with an agreed cost of developing the detailed planning application being an estimated £40k. This will be funded from part of the unallocated 2019-20 capital budget (within the £702k capital budget).</p> <p>10.11. Agree that the top four smaller projects could be progressed with further planning costs of no more than £20k in total, also to be funded within the £702k capital budget.</p>	<p>Principal</p>
<p>11. Mottingham update (Information)</p> <p>11.1. The Committee were updated on the Mottingham campus and felt there had been a good level of integration.</p>	<p>Governing Body Information (Appendix IV)</p>
<p>12. Report on Data Protection (Information)</p> <p>12.1. As at 31 December 2019, the Clerk confirmed that the College was 100% compliant in all areas of Data Protection.</p>	

<p>13. Report of the Estates Director (Information)</p> <p>13.1. The Sustainability Working Group has been re-established, this group will review the College's existing practices and seek wherever practicable to reduce its energy and resource usage, to avoid instances where recycling is needed, and to increase its rates of recycling.</p> <p>13.2. The outcome of the College's expression of interest, to acquire the freehold to Whitewebbs Park, was expected in April 2020.</p> <p>13.3. The College were unsuccessful in acquiring the ground maintenance contract at Gunnersbury Park. The winning institution had submitted a slightly higher bid.</p>	
<p>14. Fundraising and Marketing (Information)</p> <p>14.1. The Principal submitted a new report on fundraising and marketing which would be on the agenda for all future Finance and Resource Committee meetings.</p> <p>14.2. The College's new website was due to be delivered later in March 2020.</p> <p>14.3. Governor, David Domoney, was thanked for his expertise and advice in assisting the Marketing Department on this key area.</p>	
<p>15. Projects and Partnerships (Information)</p> <p>15.1. At the time of the meeting, the Royal Agricultural University (RAU) were conducting distance teaching only, in response to the COVID-19 situation.</p>	
<p>16. Revised Terms of Reference and Cycle of Business (Information)</p> <p>16.1. As the new Estates Committee would be covering estates matters from summer 2020, the Committee received the new Terms of Reference, for information, to be adopted at the summer 2020 meeting.</p> <p>16.2. The terms demonstrated that the Finance and Resources Committee would still control the capital budget area of estates, and there would be some common membership between both Committees to ensure consistency of approach.</p>	
<p>17. AOB – Staff Satisfaction Survey</p> <p>17.1. The Committee requested a summary of the Staff Satisfaction Survey results and the actions that have been put in place in response.</p>	<p>SLT</p>

APPROVED MINUTES			
CHAIR:	Doug Fussell	DATE:	17 June 2020
APPROVAL:	Remote confirmation: CONFIRMED		
	Or signed:		