

THE CORNWALL COLLEGE GROUP

**Minutes of the Finance and Resources Committee meeting
held on 17th May 2023 at the St Austell campus and on Microsoft Teams**

Committee members present

Geoff Warring	GW	Committee chair	Patrick Newberry	PN
Will Charnley	WC		Karen Burrows	KB
John Evans	JE		Ellen Winser	EW

In Attendance

Wendy Randle	WR	Director of Governance
Adrian Ford	AF	Group Deputy Principal Group Operations
Mathew Davies	MD	Finance Controller

Number	Item	Action
1	<p>WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST All Committee members were present; the meeting was quorate.</p> <p>There were no further declarations of interest to those contained on the register.</p>	
2	<p>MINUTES OF THE MEETING HELD ON 1 MARCH 2023</p> <p>2.1 The minutes, to include the confidential minutes, of the meeting held on 01/03/23, were agreed to be an accurate reflection of the meeting and were approved by the Committee.</p> <p>2.2 MATTERS ARISING A matters arising report had been circulated prior to the meeting and progress against actions noted. The following update was reported:</p> <ul style="list-style-type: none"> ▪ The College are implementing a sweep on the Barclays account to achieve an operating interest. Limitations for investment were noted as the Treasury policy requires £3m available in the bank. Following discussion on whether the College would require immediate access to the £3m and the risk appetite for fixed term investment, it was agreed that the College will review the cash flow forecast to identify at which points and for what duration fixed term investment would be suitable and present a proposal to the June Committee meeting. The Committee noted the need to set a minimum cash level; noting the impact on cash flow from projects and that the College should consider spreading investment to mitigate risk. 	<p>MD</p> <p>MD</p>
3	<p>PEOPLE STRATEGY The Committee received the paper circulated in advance of the meeting. Feedback received during the Board Strategy Day and the outcomes from pay discussions will need to be incorporated; following this, staff consultation will take place.</p> <p>The Committee considered proposals being explored by the College to modernise the terms and conditions of employment in order to engage staff and support recruitment and retention. The Committee reflected on the proposal to move from a 37 to a 35-hour week which is being considered universally across the College.</p> <p>In response to Committee member questions:</p>	

	<ul style="list-style-type: none"> ▪ Regarding proposals for a reduction of 37 to 35-hour week for the same salary; the College would consult with staff to consider how to modernise and streamline practice in order to achieve the changes. ▪ The College, where feasible, are keen to introduce proposals which can be implemented universally across the group, noting there are already many variations. ▪ The Committee noted the current workload of staff and how a reduction in the working week could be achieved; the College reported that there is scope to further streamline and apply IT to some processes which would secure the reduction in the working week. ▪ It was noted that the move to a 35-hour week could impact on future minimum living wage increases for some staff. ▪ A Committee member challenged the incorporation of sustainability within the people strategy, it was understood that the agreed KPIs from the Equity and Sustainability strategies will be included within the strategy. <p>Staff survey</p> <p>The Committee reviewed the outcomes of the staff survey which had also contributed to discussions at the Board Strategy Day.</p> <p>The Committee noted the request from the Equality, Diversity and Inclusion (EDI) Lead Governor regarding the analysis of the staff survey by protected characteristics. Following discussion, it was noted that this analysis would need to be completed by an external company to retain staff anonymity.</p> <p>Following a lengthy discussion, and in response to Committee member questions, key points were noted and are contained in the confidential minutes.</p> <p>A discussion took place on why staff have not yet gone on strike. The College felt there was a good communication structure within the organisation, that there was no pressure from the College for staff not to strike and that the College assumed staff did not strike as they did not want to let their students down. A Governor challenged whether staff wondered whether striking could result in large scale redundancies and that the College and Board should be mindful of this.</p> <p>Following a discussion, the Committee agreed that the College explore the costs of undertaking an external staff survey to triangulate data and enable analysis of protected characteristics data and other data groups. A Governor shared details of a company they had used to complete staff surveys; it was agreed that a paper would be presented at the at September meeting to include a draft scope and potential costs for undertaking an external staff survey in the spring term 2024.</p>	JN
4	<p>KEY ASSUMPTIONS, SCENARIOS AND EARLY INDICATIONS FOR THE BUDGET 2023/24</p> <p>The Group Deputy Principal Group Operations presented to the Committee; a copy of the presentation will be uploaded to Teams. The following points were noted, with some contained in the confidential minutes:</p> <ul style="list-style-type: none"> ▪ The 16-19 funding allocation has been received and therefore known. ▪ Project income assumptions have been made; EU funds have ended and the availability of the Shared Prosperity (SP) fund is not fully known. ▪ The fixed contracts for power, heat and light have now ended, increases are being experienced. ▪ Details of the curriculum planning process were shared. The process set future expectations for the Curriculum Area Managers and further work is required on growth as the culture of the organisation shifts to focus on growth. ▪ Detail on how decisions on course closures are being made was shared. ▪ The base rate increase of 2% was noted as was the impact of decreases in other areas. <p>A Committee reported that commercial operatives are applying to the SP and note the availability of these funds for the College will be less than previous EU funding.</p>	AF

	<p>A Committee member reflected on the high take up of adult education courses in other areas of the country; it was noted that the College’s community education budget, part of adult education funding, is oversubscribed. The principles behind adult funding is to spring board learners into education to obtain qualifications; this area has performed less well than planned with the variances across the campuses was noted; the Saturday College at Camborne has been successful yet there was no uptake in St Austell when trialled.</p> <p>A discussion on student numbers is contained within the confidential minutes.</p> <p>EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) Detail contained in the confidential minutes.</p> <p>Opportunities Detail contained in the confidential minutes.</p> <p>The Committee understood that analysis of the impact of market spend is undertaken and that there are marketing strategies for all areas of the provision. A Committee member suggested the College begin to lay a framework for the significant changes planned for St Austell and Camborne campuses.</p> <p>The Committee agreed the following actions:</p> <ul style="list-style-type: none"> ▪ That a pie chart of contribution by curriculum type be presented with the budget ▪ That a view on 2025/26 following the completion of the St Austell campus and Camborne redevelopment be presented with the budget ▪ Develop a plan to present clear messages at the ESFA annual strategic conversation, to include the potential impact of the St Austell new build and the Camborne redevelopment. 	<p>AF AF JE</p>
5	<p>CAMBORNE REDEVELOPMENT CONTRACTS UPDATE</p> <p>The Group Deputy Principal Group Operations reported that the project managers Ward Williams Associates, (WWA) have been asked to provide clarity on the variance of the Trelawny Refurbishment and Site Infrastructure contracts due to an increase in estimated costs being presented. As previously reported to Board, the key risk remains with the Tamar building development and the identification of potential issues, and therefore additional costs, which might arise when work commences.</p> <p>In response to a Committee member question, feedback has been received from building control regarding the Tamar building which confirms that, based on the improvements being made, there is no requirement for a fireproof lift and that the cladding is sufficient. This email will be shared with the MCP Committee. Detail contained in the confidential minutes.</p> <p>In response to a Committee member questions, no feedback has been received on the drilling completed at the St Austell campus and that the College will mitigate the impact on students in consultation with BAM.</p>	
6	<p>HIGH LEVEL FINANCIAL RISKS/ ASSURANCE NEEDED</p> <p>The Committee reflected on the discussions, specifically the risks related to the budget; the financial risks on the Risk Register will be updated accordingly.</p> <p>There were no themes where the Committee required further assurance which might be provided by an internal audit. However the Committee did agree the external completion of the staff survey for the next cycle.</p>	MD
8	<p>ITEMS TO SHARE WITH THE BOARD/ COMMITTEES</p> <ul style="list-style-type: none"> ▪ Contribution by campus and curriculum to be shared with Board. 	AF AF

	<ul style="list-style-type: none">▪ A longer term budget view for 24/25, 25/26 and 26/27 to be available for the annual strategic conversation and to be included in the budget presentation to the June Committee meeting and July Board.	
9	DATES OF NEXT MEETINGS 21/06/2023 – St Austell campus.	