

FAREHAM COLLEGE FINANCE AND RESOURCES COMMITTEE
Room AT14, Bishopsfield Road, Fareham PO14 1NH
16 March 2022

M I N U T E S

Present: Frances Butler
Mark Hoban
Andrew Kaye
Karen Shreves
Andy Wannell (Chair)
Karen Woods

In attendance: Richard Bryant (Deputy Principal, Finance & Resources)
Georgina Flood (Head of Governance)
Laura Jelley (Head of People & Culture)
Anoushka Ottley (Managing Director, Business & Partnerships)

Item 1: Deep Dive: Financial Modelling and Forecasting

The meeting was preceded by a deep dive presentation on Financial Modelling and Forecasting provided by the Deputy Director of Finance & Resources.

A member noted that the robustness of management information is clearly intrinsically important - how confident does the DPF&R (Deputy Principal Finance & Resources) (Deputy Principal Finance & Resources) feel about the curriculum planning data for this year?

The DPF&R confirmed that he was confident looking at the year ahead. The Management Information Systems (MIS Director) is working directly with Faculty Directors (FD) and data and associated forecasting has much improved from previous years.

A member queried what technical training is provided for members of staff moving from teaching into management /faculty directorship?

The Principal agreed that teaching/management have different skill sets and we have previously (and are looking to re-instate) several leadership and management development programmes throughout the levels of the College. These will focus on a range of management competencies and associated support/training. The DPF&R noted that the ongoing support provided by the Head of Finance Operations and Resources during the academic year provides consistency of approach. By taking the time to work through individual budgets with faculty directors, we are improving the confidence of budget holders and increasingly helping them to self-manage and improve their tracking.

Members discussed how if curriculum planning is core to the financial modelling and forecasting of the business, it is essential that FD's understand this process and how budgets are built. A member noted that often in transition to management roles, much is considered in respect of an individuals 'people skills' when equal merit should be made to considering any technical training or support that may be needed. It was suggested that technical skills, budget awareness and management should be key elements of the onboarding and induction of the FD role. HP&C confirmed that the onboarding process is currently being developed to further accommodate the different management levels and skill sets required throughout the business.

Key items of focus

The Chair thanked DPF&R for the deep dive noting it provided welcome background and understanding to

support discussions around the management accounts and 3-year plan later on the agenda.

01/22 Item 2: Declarations of Interest

Members of the Committee were reminded of the need to declare any personal or financial interest in any item of business to be considered during the meeting. There were no declarations of interest.

02/22 Item 3: Apologies for absence and welcome to new members

There were no apologies for absence.

03/22 Item 4i: Minutes of the Meeting held on the 18 November 2021

The minutes of the meeting held on the 18 November 2021 were agreed as a true and accurate record. There were no matters arising from them which were not covered elsewhere on the agenda.

04/22 Item 4. Health and Safety update

DPF&R reiterated apologies that this report had been omitted from the meeting papers circulated in advance of the meeting. DPF&R went on to provide an overview to the termly update and highlighted key highlights as follows:

- Covid cases increased to 65 as of last week (approx. 20% of workforce) ongoing measures in place to manage staffing levels, no expectation that a move to online learning will be required.
- Members were provided with an overview of the three accidents as stated in report; maintenance hole slip, kitchen incident and fall on the stairs.

ACTION: Estates team to consider an additional review of maintenance hole covers across campuses with consideration given to where rainwater will result.

- Hazard reporting is still an issue, very few hazards reported by anyone other than the HSO (Health & Safety Officer), ongoing culture/education piece
- General Risk Assessment – several areas (notably CEMAST/CETC) that have tipped into overdue risk assessment review. Encouragement for areas to approach this with a less ‘tick box’ annual approach and reduced workload into shorter assessments across a longer period.
- CEMAST/CETC fire investigation training – as a result of no estates team onsite, there is a requirement to need to train ‘other’ staff to reduced reliance on formal external fire authorities.

A member queried if the numbers of hazard reporting/number of outstanding risk assessments was indicative of a culture perception of lack of responsibility or the fact it was considered a paper exercise?

DPF&R confirmed he felt it was a combination of these things, we need to continue to raise awareness of H&S being everyone’s responsibility and raise the profile of risk assessments. The members went onto suggest that the work on induction and management protocols would give a particularly good opportunity to ensure the requirement and responsibility of this work is communicated appropriately. All agreed.

ACTION: Future reporting of risk assessments to include details of length since last review

05/22 Item 5: Utilities Report March 2022

Due to the confidential nature of this report , it was subject to a private and confidential minute seen by Governors only.

06/22 Item 6: ESFA Assurance Audit update

The DPF&R (Deputy Principal Finance & Resources) provided a verbal update of the ESFA Assurance review noting that it was yet to reach a conclusion in respect of any financial penalty or sanction. Members were informed a definitive version of accounts is still delayed and to this end an extension to the filing deadline until 30 April 2022 has been sought.

07/22 Item 7: Strategic Priorities and Quality Improvement Plan (SP& QIP (Quality Improvement Plan))

The Principal noted the SP&QIP (Strategic Priorities and Quality Improvement Plan) with areas allocated for review by the F&R Committee included in the papers circulated in advance of the meeting. It was agreed since there was significant overlap, to discuss the detail under Item 8i.

Members of the Committee reviewed and noted the Strategic and Quality Improvement Plan

08/22 Item 8i: Management Accounts as at 28 February 2022

Members of the Committee received a confidential paper on the Management Accounts as at 28 February 2022. Due to the confidential nature of this report , it was subject to a private and confidential minute seen by Governors only.

Members of the Finance and Resources Committee reviewed the contents of the paper and noted the current financial position

10/22 Item 8ii: 3 year forecast

The DPF&R noted this report outlined and initial forecast for 22/23 and projections for 23/24 to 25/26. Due to the confidential nature of this report , it was subject to a private and confidential minute seen by Governors only.

The Committee noted the report

11/22 Item 8iii: Capital Projects update

The Committee received a report circulated in advance, providing an overview of current capital projects and an outline of suggested projects for the year ahead.

- A total of £226,047 had been spent/ committed against the £400,000 budget set.
- Strategic Development Fund allocation of £319,000 has been received to provide equipment in Digital, Marine and Green Energy. Work on the College Business Centre to include Hampshire Chamber of Commerce is ongoing and scheduled for the end of March.
- The bid for the IOT has been approved for a £3.6m extension at CEMAST (Centre of Excellence in Manufacturing and Advanced Skills Training) with a further £405k of capital equipment investment.

- A bid for capital grant funding in support of the rollout of T Level Wave 4 (for hospitality, business, and admin) has been submitted proposing a total of £250k match funding.

The Committee noted the update

12/22 Item 8iv: Business Plus update

MDBP (Managing Director Business Plus) Anoushka Ottley provided a brief overview report of Business Plus. Due to the confidential nature of this report, it was subject to a private and confidential minute seen by Governors only.

The Committee noted the report

13/22 Item 9: People & Culture

The Head of People & Culture provided an overview of the termly report (circulated in advance) to the Committee.

- turnover has increased in comparison to this time last year, however we had just come out of lockdown, some positive appointments have been made which is reflected in our recruitment activity.
- We have resolved several complex employee casework issues with now only minor long term or other low-level concerns
- Reviewing our wellbeing policies and support including our Employee Assistant Provider (EAP)
- Some changes within the People & Culture team, still one post to recruit, several improvements in systems and processes
- Staff survey completed with 'Best company survey' - just under 50% response rate, keen to increase this, 2 principal areas of development highlighted as wellbeing and identifying areas of progression/development for existing staff
- Gender pay gap, data is a snapshot of 31/3/21. At 12% this is showing an improvement from the previous year. The overall pay gap has seen a 20% decrease since 2019. It was noted the disparity was likely due to male dominated 'hard to fill' roles that attract additional premiums. Initiatives continue to be considered to reduce the gap.

A member queried what target response rate the SLT/People & Culture will be setting themselves for the next pulse survey?

HP&C confirmed in the fullness of time, ideally 70% would be great but we need to accept this will take time, so we are aiming for closer to 55% next time. There is intention to create more engagement and cascade within staff and line management structure the requirement to provide feedback. The next survey is likely to be shorter (the full staff survey was over 100 questions) and will be based on wellbeing/flexible working.

The Principal noted that he and the Deputy Principal Curriculum, Quality, and Innovation (DPCQI) will be attending departmental meetings to cascade the findings and then look at improvements e.g., you said we did whilst also encouraging future contribution.

Pay Award for 2022-23

Due to the confidential nature of this report, it was subject to a private and confidential minute seen by Governors only.

The Committee noted the report

14/22 Item 10: Information Pack

The Committee raised no questions on items contained within the information pack. To this end the Committee noted the following reports:

- **Gender Pay Gap report for 2021-22**
- **Modern Slavery Statement**
- **Staff Survey for Dec 2021**

The Committee noted the information pack

15/22 Any other Business and Date of next meeting

There were no further items of business, the first part of the meeting ended at 19.50.