

**MEETING OF THE CROYDON COLLEGE FINANCE AND RESOURCES COMMITTEE  
Wednesday 11 March 2020 at 6.00pm**

**MINUTES**

**Present:** Andrew Lowe (Chair)  
Caireen Mitchell (Principal & CEO)  
Gordon Smith  
Andy Booth  
Nasim Jivani Hemani

**In attendance:** Ann-Christine Harland (VP Finance and Resources)  
Fadia Clarke (VP Training, Skills and Higher Education)  
Stuart Markham (Property Adviser, Fusion) – Item 5

**Clerk:** Clare Mitchell, Director of Governance

		Action
1.	<b>Apologies for Absence</b>  There were no apologies for absence.	
2.	<b>Declarations of Interest</b>  There were no declarations of interest relating to matters on the agenda.	
3.	<b>Minutes of the Meeting held on 13 November 2019</b>  The open and confidential minutes of this meeting were <b>approved</b> and signed as correct records of the meeting.	
4.	<b>Matters Arising not on the Agenda</b>  <b>8) Capital Projects Report</b>  See confidential minutes	
5.	<b>Property Update</b>  The Committee <b>noted</b> a presentation from Stuart Markham, the College's Property Adviser. The presentation provided an update on the key activities that had been completed as part of the development of the estates strategy. The estates strategy would cover both campuses but the requirements differed between the two sites.  Consultation with the Executive and Heads of Department had identified a number of areas where curriculum development would impact on estates requirements. Some of these, such as extending	



	<p>SEN provision and the Creative Lab would be through partnership with Croydon Council. A number of consistent themes had also emerged re user experience.</p> <p>The town planning appraisal indicated that there was a lot of flexibility in terms of the different options that could be considered; particularly at the Croydon Campus. A market appraisal had also been prepared to establish the local market conditions for repurposing parts of the site should that appear viable following the option generation exercise. The condition survey had not yet been received but would identify backlog and future maintenance requirements at each site.</p> <p>The next stage, which would take place during April, would be to model the College's future space requirements. This would provide the data for the options appraisal. This would be followed by an investment appraisal and the identification of a preferred option. Given the value of the Croydon site, it was possible that there could be two options for this site; a radical one and a more conservative one. The options would be available for consideration at the next Committee meeting in June. The high level property strategy that had been developed for the merger would be circulated to members.</p> <p>Andrew Lowe would be given a tour of the parts of the Croydon Campus most in need of attention before the next meeting.</p>	<p><b>VPF&amp;R</b></p> <p><b>Clerk</b></p>
<p><b>6.</b></p>	<p><b>January 2020 Management Accounts</b></p> <p>The Committee <b>noted</b> the January 2020 management accounts. The overall performance at the end of month six was a deficit of £385K compared to a budgeted deficit of £114K, an adverse variance of £272K.</p> <p>The VPF&amp;R indicated that the increased deficit was due to lower than budgeted income; particularly for the non GLA AEB, non-levy apprenticeships and HE tuition fees. Pay costs were now in line with budget.</p> <p>While the contribution from Coulsdon Campus had increased to 52% because of additional student numbers, not all curriculum areas were achieving a net contribution of 50%. £150K was being held back in the non-pay budget to mitigate the risk that the College would not meet its budgeted deficit. Additional short courses were also being run to maximise income following the College's successful bid for the GLA's Innovation Fund (the maximum 10% of current grant was awarded). The potential impact of coronavirus on income was currently unknown and would need to be addressed nationally.</p> <p>As agreed at the Board meeting on 26 February 2020, a plan to improve the contribution of apprenticeships was being developed and would be presented to the next meeting of the Committee. This would cover the current financial year and projections for 2020/21.</p>	<p><b>VPTSHE</b></p>
<p><b>7.</b></p>	<p><b>Non-London AEB Subcontract</b></p>	



	<p>The VPTSHE outlined the rationale for subcontracting £474K of its current ESFA funding allocation for AEB outside London. The College was working hard to develop its capacity to deliver its own AEB in nearby areas of Kent, Surrey and Sussex. The amount of this funding that was subcontracted would reduce each year in line with the February 2020 ESFA consultation on subcontracting and would cease to be subcontracted altogether in 2022/23.</p> <p>The VPTSHE outlined the tender and assessment processes. The two providers put forward for appointment had achieved the highest scores and were robust in terms of the quality of their provision and the method of delivery. The two providers complemented each other; Learning Curve provided mainly paper based training in the area of health care and Skills Net provided online distance learning in areas such as business and management skills. Learning from the partnership arrangements put in place in 2019/20 would be key to developing the strategy for full College delivery of this provision in the future.</p> <p>The Committee <b>approved</b> the award of contracts to Learning Curve and The Skills Net for the delivery of £474K of the College's ESFA AEB budget for outside London in equal proportions i.e. 50% each.</p>	
8.	<p><b>Overage on Barclay Road</b></p> <p>See separate confidential minutes.</p>	
9.	<p><b>Policy Updates</b></p> <p><b>i) Tuition Fees Policy</b></p> <p>The Committee noted that this policy was reviewed annually and had been updated for 2020/21. The VPF&amp;R informed the Committee that the thresholds for GLA and ESFA fee remission had not yet been confirmed for 2020/21, so it was possible that these figures could change. These figures were set externally.</p> <p>The Committee <b>approved</b> the revised Tuition Fees Policy subject to the VPTSHE confirming some of the wording re HE fees with the OfS.</p>	VPTSHE
10.	<p><b>Human Resources Annual Report 2018/19 (including EDI)</b></p> <p>The P&amp;CEO presented the HR Annual Report for 2018/19. The Committee noted that a new Head of HR had now been appointed, who would be taking up post in May 2020. An interim had also been appointed who was working on specific projects, including staff recruitment.</p> <p>The data provided showed that the BAME staff mix was improving. However, the College did not have complete data on the ethnicity of staff from Coulston College. Once this data was available it might change the College's overall ethnicity figures. BAME staff were not sufficiently represented in management roles; some actions were</p>	



	<p>already in place to address this, e.g. the aspiring managers' programme. A staff forum was now being run at both campuses by the P&amp;CEO.</p> <p>Staff turnover was high. In part this could be due to the impact of sessional staff whose contracts were renewed annually on the figures, but there had been a high level of turnover of staff at the Coulsdon Campus following the merger and this needed to be addressed. There were still too many agency staff because of delays to staff recruitment.</p> <p>The Head of HR would be asked to develop a workforce plan, which would include actions to address EDI issues, and would come to the Committee in the Autumn term. This would include a comparison of staff ethnicity against that of students and the local population.</p> <p>The Committee <b>noted</b> the Human Resources Annual Report for 2018/19.</p>	<p><b>P&amp;CEO</b></p>
<p><b>11.</b></p>	<p><b>Health and Safety Report Update</b></p> <p>Members <b>noted</b> the Health and Safety Report. The VPF&amp;R confirmed that the report covered both campuses. The role of Health and Safety Lead Governor was currently vacant.</p> <p>The top priority currently was following the advice of Public Health England to limit the impact of coronavirus on staff and students at the College. Plans were being put place for both staff and students in case the College was required to close. It was hoped that any closure could be delayed until the start of the Easter holidays when it would be less disruptive for students as no teaching was scheduled. No direct communication had been received from Ofqual or any of the Examination Boards in relation to any potential disruption to national examinations.</p> <p>Risk assessments for SEN students were continuously reviewed as circumstances changed frequently. The SEN team were working with the Work Experience team to arrange placements for students. The number of staff and students with serious airborne allergies had increased and there had been several serious allergic reactions at the Croydon Campus. Staff and students at both campuses had now been advised that they should not eat or drink anything other than water in corridors and classrooms.</p> <p>There had been a decrease in the number of accidents reported at the Croydon campus. 45 accidents had been reported to date in 2019/20 compared to 58 in the same period in the previous year. There had been two RIDDOR reported accidents this term; one at each campus. The VPF&amp;R assured the Committee that accident reporting was actively encouraged and the reduction in accidents showed the positive impact of improvements in H&amp;S culture. The VPF&amp;R was asked to bring a list of outstanding insurance cases to the next meeting.</p>	<p><b>VPF&amp;R</b></p>



12.	<p><b>Committee Risk Register</b></p> <p>Members <b>noted</b> the Risk Register relating to Strategic Risks 4 and 5 of the new strategy adopted by the Board in December 2019. The risk register as a whole had been updated to reflect the risks relating to the coronavirus outbreak.</p> <p>While the Audit Committee was responsible for the risk management process as a whole, scrutiny of the management of risks 4 and 5 sat with the F&amp;R Committee. The management of strategic risks 1 – 3 sat with the LQCs. The papers on the agenda for these committee should link back to the risks identified in the risk register and the controls that were in place to mitigate them.</p> <p>It was agreed that the risk register would be an earlier item on the agenda for the next meeting to allow more time for Committee scrutiny.</p>	Clerk
14.	<p><b>Dates of future meetings</b></p> <p>Wednesday 24 June 2020</p>	
15.	<p><b>Any other business</b></p> <p>Following a question raised at the Board meeting on 26 February 2020, members <b>noted</b> that the College received rental income from the BRIT school of £256,292 pa and that the next rent review date is September 2020.</p>	

Signed Chair .....

Date: