

## CCN BUSINESS COMMITTEE MEETING

### CONFIRMED MINUTES OF THE CCN BUSINESS COMMITTEE MEETING HELD ON TUESDAY 02 OCTOBER 2018 AT 5.30 PM IN ROOM D21A, IPSWICH ROAD, NORWICH

---

#### Committee members:

Andrew Barnes (Chairman), Ian Webb, Matt Colmer, Corrienne Peasgood (Principal), Luke Mitchell, Denise Troughton

#### In attendance:

Martin Colbourne (NES MD), Jerry White (Deputy Principal), John Pollitt (Deputy Managing Director) – agenda item 7.4 only, Sue Millions (Administrator)

---

#### 1. Apologies for Absence

Apologies were received from Ian Webb for the meeting.

It was noted that a quorum was present and the meeting had been convened in accordance with the articles of association of the company.

#### 2. Declaration of Interests

There were no new declarations of interest received at the meeting.

#### 3. Unconfirmed Minutes of the Meeting held on 26 June 2018 (Paper 02)

The minutes of the meeting held on 26 June 2018 were agreed as a true record of the meeting and will be signed by the Chairman at the next meeting.

#### 4. Unconfirmed Confidential Minutes of the Meeting held on 26 June 2018 (Paper 03)

The confidential minutes of the meeting held on 26 June 2018 were agreed as a true record of the meeting and will be signed by the Chairman at the next meeting.

#### 5. Unconfirmed Redacted Confidential Minutes of the Meeting held on 26 June 2018 (Paper 04)

The redacted confidential minutes of the meeting held on 26 June 2018 were agreed as a true record of the meeting and will be signed by the Chairman at the next meeting.

#### 6. Matters Arising from the Previous Minutes (Paper 05)

Action 1 (Business 3): *The Principal agreed to use the Code of Governance to check Terms of Office renewals. The Clerk to the Corporation and Principal are meeting on 27 March 2018 and it was agreed that this will be carried forward to the next CCN Business Committee meeting taking place on 8 May 2018.* The Principal has asked the Head of Professional Services to speak with the TEN Chair regarding a TEN Group Policy confirming length of service. This will be presented to CCN Board when available. **Action on-going.**

Action 3 (Business 5): *Ian Webb to share “workforce for the future” papers with the Principal.* It was noted that the document prepared by Ian Webb has helped to shape the College’s thinking in this regard. Action completed.

Action 1: *A detailed commentary, on KPMG Benchmarking Report for 2016/17, to be prepared for the full Board Meeting taking place on 10 July 2018.* Action completed.

Action 2: *The Clerk to the Corporation to amend the current Terms of Reference for the Business Committee.* Action completed.

Action 3: *The Clerk to the Corporation to amend the job description for the Chairman.* Please see agenda item 7.2.2. Action completed.

Action 4: *The Clerk to the Corporation to update the self-assessment scores following the committee’s discussion and agreement.* Action completed.

Action 5: *The Clerk to the Corporation to amend Governors details accordingly to changes agreed.* Action completed.

Action 6: *The Principal to hold discussions with Nikki Gray regarding her joining the full Board.* The Principal informed the Committee that Nikki Gray has been appointed to both the Board and Curriculum and Standards Committee. Action completed.

Action 7: *College Budget for 2018/19 and 2 Year Financial Plan to be presented to the full Board for approval at their next meeting taking place on 10 July 2018.* Action completed.

Action 8: *Matt Colmer to inform the Chair of the TEN Board that CCN are happy to prepare to consider a financial response, to better understand collaborative working.* Action completed.

## **7. Section A**

### **7.1 Finance Report**

(Papers 06-09)

The monthly management accounts for the eleven months to June 2018, as previously circulated, were discussed and the full content noted, with the following highlighted:

- Operating surplus for the month June 2018 - a surplus of £97k compared to a budgeted surplus of £42k, producing a favourable variance of £55k.
- Surplus for the year to April 2018 – a deficit of £109k compared to a budgeted surplus of £187k, producing an adverse variance of £78k.

The Principal informed the Committee that correspondence via email and letter with the Vice Chancellor of the UEA has taken place to seek a resolution to the outstanding issue with UEA in relation to HE funding, and it was noted that this has been resolved successfully resulting in a prior year funding adjustment.

The Committee were pleased by the excellent housekeeping around non-payroll and the thinking “outside of the box” and the investment in IT, which have helped reduce the printing, postage and stationery finances.

Martin Colbourne informed the Committee that the year-end will be closed on Wednesday 3 October 2018 and the finance team are busy this week finalising this and KPMG will be on site on 15 October 2018. It was agreed that the Chair and NES MD would liaise prior to the CCN Board Meeting, taking place on 9 October 2018, to discuss the year end position ready to report to the Board.

The weekly CCN debtor’s report was presented as previously circulated, the full content was noted for information and the following was highlighted by Martin Colbourne:

- The total debtors’ balance as at 31 July 2018, stands at £671k, this is 45% lower than the same period last year, an excellent result.

- This is three-year downward trend and the Chair thanked Martin Colbourne and his team for their hard work and commitment with this long-term piece of work.

The proposed targets for the 2018/19 Debt Action Plan was previously circulated and discussions followed. It was noted that a standard target reduction of 25% was achieved across all debts, and for the first time this will also include nursery and sundry debts. Luke Mitchell added that the student debt has been dealt with sensitively and no complaints have been received through the Student Union.

Jerry White and Martin Colbourne will review the sundry debt in the coming year to get on top of the debt.

It was suggested that a review of the Debt Action Plan could be undertaken as part of the internal audit and a checking process of what has been achieved elsewhere could be undertaken.

It was agreed by those present that no debts will be written off at today's meeting.

Following discussion, the proposed targets for 31 July 2019 were agreed upon by all present.

The weekly CCN cash flow forecast was presented as previously circulated and the full content noted for information.

The full content of the Finance Report was noted.

**Action 1: Martin Colbourne and Andrew Barnes to discuss the financial year end position before the full Board Meeting taking place on 9 October 2018 (MC / AB).**

## **7.2 Governance Update**

### **7.2.1 Governor Performance Review 2017/18**

(Paper 10)

The Governor Performance Review for 2017/18 was previously circulated and the full content noted.

The Principal informed the Committee that there were no areas of concern noted across the average scores and it shows that all Governors have effectively contributed across all Committees. Individual concerns around attendance were noted.

It was suggested that Skills Audits are completed next year by all Governors. Vacancies across Committees were discussed and it was suggested that the Principal reviews structures and perhaps contacts large organisations, such as NCC, NHS, the banking industry and the UEA, to enquire whether they would be interested in join the CCN Board.

It was noted that Nikki Gray will join the Curriculum and Standards Committee and the full Board, so relinquishing her current role on the Audit Committee.

### **7.2.2 Role of Chair**

(Paper 11)

At the last CCN Business Committee it was agreed to make one change to the current job description of the Role of Chairman. This was:

- The Chair of the Board sits on the Board of Trustees for the TEN Group.

The amended job description was previously distributed for information.

### 7.3 Workforce Development Report and Annual HR Report (Papers 12-14)

The Workforce Development Report and Annual HR Report were previously circulated and the following highlighted from a PowerPoint presentation by the Principal:

The annual workforce report shows marginal changes in sickness absence and Return to Work (RTW) Interview compliance rates. All RTWs are completed but in an average of 9.75 days against a target of 7 days. Following discussion, it was agreed that it is more important to complete the RTW interviews against the target of 7 days and the Principal agreed to review formally with Hilary Bright and agree to change the length, if necessary.

The workforce FTE is below budget due to the in-year changes as a result of merger and tighter management of staffing in the last two quarters because of income challenges.

Similar gender, disability and ethnicity balance as in previous years, but it has been agreed that the College will need to consider the 41% applied to shortlisted and shortlisted to appointed for white applicants versus 32% for the equivalent conversion rates for BAME applicants. Conversely, those with a disability have a much higher rate of conversion from shortlisted to appointed than those who don't declare a disability. It was agreed that this is not a worrying figure, but a topic where more work could be undertaken.

More staff have resigned than in previous years with cumulative turnover slightly up, but still below the AoC average. Promotion elsewhere is reflected in the exit interviews and it was noted that 80% of leavers stated that they would work for the college again. This area needs further consideration as part of the 2021 Workforce Strategy and Jerry White will be working on internal progression and information will be obtained to see what can be learnt from the private sector.

The time taken to recruit non 'hard-to-fill' roles has not been problematic and in some cases, the cost of recruitment has increased due to the emergence of CV Search organisations. 2 recent appointments, sourced via CV Library, costing £15k, and the Principal informed the Committee that the College have recently taken a year's trial for £7k, which will pay for itself if one to two appointments are made.

HR casework has varied with 4 disciplinaries, 7 grievances (3 part of the same issue) and 2 failing probation. Heads of Area and equivalent will take over the monitoring and the College will ensure they receive adequate training.

The most problematic areas of Core Training compliance have been Health and Safety and data protection, due to the implementation of the new GDPR. Currently compliance is standing at 92%.

Appraisals – the final figure will follow in the next few weeks and the data will be made available for the next Business Committee meeting. New appraisals for 2018/19 begin after half term.

**Action 2: The Principal to review the Return to Work interview target of seven days with Hilary Bright (CP).**

**Action 3: Appraisal data for 2017/18 to be made available for the next Business Committee Meeting taking place on 27 November 2018 (CP).**

### 7.4 IT Update (Paper 15)

The IT Update Report was presented as previously circulated and the full content noted. The following information was highlighted by John Pollitt:

Skype for Business – this has now been deployed at Watton Junior Academy, as this is a cheaper way to replace a phone system and discussions are on-going to roll out at Fakenham. The Principal informed Committee members that she has held meetings and interviews on line and everyone involved has been more than happy with the way they were conducted. The possibility of using cameras and better headphones is being reviewed.

Paston College – Paston are now part of the College network and also have Skype for Business. Printer consolidation has taken place resulting in more printer availability. This has been a low-cost changeover with minor complaints. The Printer contract is up for renewal in Summer 2019.

Eduroam Wi-Fi has been deployed at CCN, Paston and TEN group academies. The system is working well and will be officially launched in a few weeks. The Eduroam means that staff and students are always logged on the Wi-Fi on any campus they attend / visit. It was noted that many universities use the system, as well as the Norfolk and Norwich Hospital and the UEA. This is a project funded by the EU.

Accident and Reporting System will be rolled out across academies this month following the final testing phase. It was noted that this is a very straightforward system to use and no formal training is required.

Commercial work continues and the Achievement Tracking System has been sold to West Suffolk College on a five-year contract. It was agreed that this is a good revenue stream.

Discussions followed on future investment into the infrastructure and the College's direction of travel. Jerry White and John Pollitt are currently reviewing a five-year plan and will be looking at reviewing the balance between the equipment the college needs to supply and what a student already has. A visit will be made to Harrow College, a College who have no PCs on site, but provide all students with iPads. It was agreed that this should not be a barrier to learning for any student and no student must be disadvantaged. It was also agreed that staff ensure students use all equipment effectively. Consultations will take place across the Student Voice, Student Union and via Blackboard.

The Chair thanked John Pollitt for his input into the meeting and John Pollitt left the meeting at 6.05 pm.

## **8. Section B**

There were no items tabled in this section of the meeting.

## **9. Section C**

### **9.1 Staff Forum Minutes**

(Paper )

The minutes from the Staff Forum Meeting which took place on 20 June 2018 were presented as previously circulated and the full content noted.

## **10. Other Urgent Business**

Martin Colbourne informed the Business Committee that there are issues with the Edwards and Blake catering contract. Please see the confidential minutes.

Campus redevelopment – the Principal informed the Committee that the College will be applying to the LEP for funding for a digital based, Skills Capital Project. The submission needs to be completed by the end of December 2018. The Conservative Party Conference today issued £38m capital funding for the delivery of 2020 T Levels and alongside 26 other Colleges, CCN can apply for funding for projects on site, to help delivery. It has been agreed that a bid for construction funding will be made and the selection process will be made in January 2019 for the capital to be used ready for September 2020. Bids for both projects will be written quickly and a curriculum bid, led by Jerry White, will look at expenditure for the submission to assist with architects, consultant fees, etc.

It was agreed that an update will be delivered to the next Business Committee Meeting.

Board Meeting – the Principal informed the Committee that a brief paper will be written by each Committee Chair and presented at the full Board Meeting, following their own meetings.

**Action 4: Update on the Campus redevelopment bidding process to be delivered to the next Business Committee Meeting taking place on 27 November 2018 (CP/JW).**

**11. Confidentiality**

Please see the confidential minutes with regard to the Edwards and Blake catering contract.

**11.1 Union Meeting Minutes** (Paper)

The Union Meeting minutes, from the meeting held on 21 June 2018, was presented as previously circulated, received and the content noted.

**12. Date of Next Meeting**

Business Committee                      Tuesday 27 November 2018 at 5.30 pm

All business having been concluded, the meeting finished at 7.20 pm.

**CHAIRMAN:** .....                      **DATE:** .....  
(signed)