

CCN BUSINESS COMMITTEE MEETING

CONFIRMED MINUTES OF THE CCN BUSINESS COMMITTEE MEETING HELD ON TUESDAY 07 MAY 2019 AT 5.30 PM IN ROOM D21A, IPSWICH ROAD, NORWICH

Committee members:

Andrew Barnes (Chairman), Corrienne Peasgood (Principal), Luke Mitchell, Denise Troughton, Noel Bartram

In attendance:

Martin Colbourne (NES MD), Jerry White (Deputy Principal), Jacky Sturman (Interim Clerk to the Corporation), John Pollitt (Deputy Managing Director) – present for agenda item 6.2.1. only, Sue Millions (Administrator)

The Chair welcomed Noel Bartram to his first CCN Business Committee Meeting.

1. Apologies for Absence

Apologies were received from Ian Webb, Travis Plane and Julia Buckland (Vice Principal), 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. Minutes of the Meeting held on 19 March 2019 (Paper 02)

It was noted that agenda item 8 should have read, "... following their previous 1% pay rise in August 2018" and not September as typed. The minutes of the meeting held on 19 March 2019 were then agreed as a true record of the meeting and will be signed by the Chairman at the next meeting.

4. Confidential Minutes of the Meeting held on 19 March 2019 (Paper 03)

The confidential minutes of the meeting held on 19 March 2019 were agreed as a true record of the meeting and will be signed by the Chairman at the next meeting.

5. Matters Arising from the Previous Minutes (Paper 04)

Action 1 (Business 2): *A review of how Debtor Days are measured to take place before next year's budget is set. This will be completed during the budget setting process in Spring 2019.* Please see agenda item 6.1.3. Action completed.

Action 3 (Business 2): *The Principal to explore the appointment of a new Governor with property experience.* **Action on-going.**

Action 1 (Business 4): *The cleaning contract extension to be approved by the Full Board at their meeting taking place on 26 March 2019.* Action completed.

Action 2 (Business 4): *The Manage Print Tender to be approved by the Full Board at their meeting taking place on 26 March 2019. Action completed.*

Action 3 (Business 4): *The Network Infrastructure Tender to be approved by the Full Board at their meeting taking place on 26 March 2019. Action completed.*

Action 4 (Business 4): *The fee proposals to be reviewed and brought back to the full Board Meeting taking place on 26 March 2019. Action completed.*

Action 5 (Business 4): *The Gender Pay Gap Report to be presented to the full Board Meeting taking place on 26 March 2019. Action completed.*

Action 6 (Business 4): *The Principal and Chair to explore the appointment of a new Governor with property experience and hold discussions with Noel Bartram with regard to joining the Business Committee. Please see Action 3 above. Action completed.*

Action 7 (Business 4): *The proposal that the Remuneration Code will be adopted by the College in accordance with the amendment to the AoC Code of Good Governance to be presented to the Full Board Meeting taking place on 26 March 2019. Action completed.*

Action 8 (Business 4): *The Principal to discuss the setting up of a Remuneration Committee, as part of the Audit and Risk Committee with both Bree Sherwood and KPMG before completing the process. It was agreed the Jacky Sturman and Corrienne Peasgood will liaise and agree a date for the meeting. **Action on-going.***

Action 9 (Business 4): *When finalised, the date of the Remuneration Committee process to be included in the annual Schedule of Business. **Action on-going.***

Action 10 (Business 4): *The proposal that the PRP payments should cease for the three individuals contractually entitled to it with effect from 2018/19 to be presented to the Full Board Meeting taking place on 26 March 2019. Action completed.*

Action 11 (Business 4): *The full Board to recommend that the Terms of Office for Governors is capped at a maximum of twelve years, this includes two four-year terms and another four-year term if the Governor is appointed to a more senior role, e.g. Chair, Vice Chair etc. If formally approval, the Principal will present a paper to the TEN Board seeking their approval. The action was approved by the full Board on 26 March 2019 and the paper will be presented to the TEN Board seeking approval to the Terms of Office for Governors. It was noted that a TEN-wide policy will not be drawn up, as this process is unique to CCN. Action completed.*

6. Section A

6.1 Finance Reports

6.1.1 Financial Statements 2017 to 2018

(Paper 05)

The College Financial Statements from the Education and Skills Funding Agency and the finance dashboard were presented as previously circulated and the full content noted for information.

The dashboard gives a high-level overview of the college's financial performance and shows how close CCN is to outstanding.

The financial health grade, based on the outturn forecast, was Good and the ESFA identified no significant financial control concerns from their review.

Following discussion, it was agreed that Martin Colbourne would prepare a paper for the Board giving highlights of the financial statement and dashboard.

Action 1: Martin Colbourne to prepare a paper for the full Board updating them on the financial statement and Dashboard statements (MC).

6.1.2 Management Accounts – to March 2019

(Papers 06-07)

The monthly management accounts for the eight months to March 2019, as previously circulated, were discussed and the full content noted, with the following highlighted:

- The Operating surplus/deficit for the month March 2019
- It was noted that staffing costs are at a high level of spend during this period. The adverse variance is being reviewed.
- It was noted that the use of agency staff for cover will be reviewed.
- Martin Colbourne informed the Committee that the College is struggling with wholesale electricity prices and will be reviewed
- Apprenticeship - a favourable variance based on full year outturn.
- Information has been provided to allow management to analyse the financial position in detail and it was agreed that pay will be the focus going forward.

The emerging picture will be discussed on Friday of this week and it was agreed that an update would be forwarded to all Business Committee Governors, via email, when completed.

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 2: Emerging picture data to be forwarded to Committee Governors when completed (MC / CP).

6.1.3 Latest Weekly Debt Report

(Paper 08)

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 2 May 2019

The question was asked how the College set credit limits and how realistic are they. It was noted that students have very tight credit controls and it was agreed that these could also be applied to employers. The College's policy of recovery was discussed, and it was agreed that discipline could be more rigorous for smaller vulnerable employers.

Following discussions, it was agreed that Martin Colbourne and Jerry White would challenge and review the employer debt and how credit limits are set and implemented.

Action 3: Martin Colbourne and Jerry White to challenge and review employer debt and report back to a future Business Committee Meeting (MC / JW).

The full content of the Weekly Debtors' Report was noted.

6.1.4 Proposed Debt-Write Off Report

(Paper 09)

Please see confidential minutes.

6.2 IT Update

6.2.1 IT Services Update

(Paper 10)

The Chair welcomed John Pollitt to the meeting.

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

- Network project – Summer implementation – it was noted that this cost is lower than previously circulated.
- Managed Print solution – Summer deployment– this is being implemented from today across the College and all academies. It was also noted that this cost is lower than previously circulated. Student Union will encourage students to use the MFD to reduce the College's carbon footprint.
- Cashless catering solution – design and procurement – summer implementation – an upgrade is taking place, but cash will still be used on site.
- Phased upgrading of CCTV provision – the Committee asked if students should be informed that CCTV is on site and it was agreed that students like to feel safe and this upgrade could be communicated, in particular to new students that CCN is a caring environment and site safety is a priority.
- Commercial work / income – implemented ATS at West Suffolk College. Further discussion with UEA on Risk Management System. Quoted have also been prepared for ATS implementation for the commercial HE provider, Kaplan.

The Chair thanked John Pollitt for his input and report and he left the meeting at 6.15 pm.

6.2.2 Digi-Tech Factory Update

(Paper 11)

Please see confidential minutes.

6.2.3 Decision Matrix

Please see confidential minutes.

6.3 Governance and Search Update

6.3.1 Review of Committee and Board Membership and Terms of Office

(Papers 12-13)

The Governor Terms of Office and Role Descriptions for College Governors were previously distributed for information and it was noted that no changes have been made to either document and all present were content with the current format.

6.3.2 Recommendations Relating to Appointments

(Paper 14)

It was noted that the following appointments are due for a review and will be taken to the full Board for discussion on 21 May 2019.

Members retiring at the end of their term of office shall be eligible for reappointment, and clause 5 shall apply to the reappointment of a member as it does to the appointment of a member.

The Principal informed the Committee that both Jill Lanning and Andrea Blanchflower have confirmed that they would like to be reappointed for a further four years and notification is still awaited from Bree Sherwood.

| Governor: | Committee: | Date of Appointment: |
|---------------------|--------------------------------|-----------------------------|
| Jill Lanning | Curriculum & Standards & Board | 07.07.2015 |
| Andrea Blanchflower | Curriculum & Standards & Board | 06.10.2015 |
| Bree Sherwood | Audit & Risk & Board | 06.10.2015 |

Action 4: The review of three Governors will be discussed at the next Board Meeting taking place on 21 May 2019 (JS).

7. Section B

7.1 Workforce Development Report

(Paper 15)

The Workforce Development / HR Report was presented as previously circulated and the full content noted.

It was noted that the Executive Team need to tighten up on the core training, in particular the health and safety training as it is a criminal offence not to receive this training. The process will be reviewed at their monthly meetings.

The full content of the report was noted.

8. Section C

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

9. Other Urgent Business

The Principal informed the Committee that an Ofsted monitoring visit is taking place on Wednesday and Thursday of this week. The visit will be against the following four themes:

- What progress have leaders and managers and governors made in establishing shared vision, mission and values and creating a culture of high expectations?
- What progress have leaders made in maintaining and developing a curriculum that meets the needs and aspirations of the communities it serves and to what extent has this curriculum been effectively implemented by managers and teachers?
- What progress have leaders made in combining the good quality assurance arrangements of the precursor colleges into a coherent and effective model for the merged college and to what extent has this ensured that the previous good standards of teaching, learning and assessment have been maintained?
- What progress have managers and staff made in ensuring that all learners and apprentices are helped to develop their knowledge and understanding of living and working in modern Britain?

It was agreed that all details will be forwarded, via email, to all Governors, and it was noted that Andrew Barnes and Jill Lanning will be involved in the interview process at 9.15 am on Thursday morning.

The Principal informed the Business Committee that the Office for Students have presented a financial liability and sustainability letter, dated 3 April 2019 asking Principals to explain the process to all Governors. It was confirmed that FE Colleges do not have to comply and set student numbers as highlighted on Page 6 of the document.

All Governors present confirmed that they have seen the document and it was noted that it has, however, provoked a discussion on HE student numbers and contingency measures are in place to mitigate such a risk.

Action 5: Full details regarding the Ofsted Monitoring Visit taking place on 9 and 10 May 2019, will be forwarded to all Governors, via email (CP).

10. Summary of the Meeting

10.1 Review of Meeting Against Strategic Aims

(Paper 16)

It was agreed to prepare a short update of today's meeting for the next full Board Meeting, linked to the Strategy Aims to include:

- Aim 2: IT infrastructure project underway; an IT refresh; debt processes to become smarter; manage print update; cashless catering.
Aim 4: Good financial statement dashboard.
Aim 5: Digi-Tech meeting industry standards,

10.2 Items Identified for the Full Board

Following discussions, it was agreed that the following will be brought to the full Board's attention:

- Finance
- Debt write offs
- Digi-Tech process
- IP Update (Managed Print and Cashless catering)
- Terms of Office
- OfS letter and budget processes.
- Ofsted Update following monitoring visit.

10.3 Any Changes or Additions to be Considered for the Risk Register

Following discussion, it was agreed that no risks need to be changed or added to the Risk Register following today's meeting.

The Principal informed the Committee that the Risk Register has a major update annually and is reviewed monthly at the NES Management Team meetings and weekly at the Executive Team meetings.

It was suggested that the Board could become involved in the Risk Register process and perhaps review two or three risks, on a rotating basis, at their full Board Meetings, giving them ownership of the document and perhaps the considered risks could be discussed in relation to the agenda set.

The Principal agreed to review the Risk Register process and present to the next full Board Meeting.

Action 6: The Principal to review the Risk Register process and present a paper to the full Board Meeting taking place on 21 May 2019 for discussion (CP).

11. Confidentiality

Please see the confidential minutes regarding agenda item 6.1.4, 6.2.2 and 6.2.3.

11.1 Easton and Otley College Update

The Principal informed the Committee that an Expression of Interest was submitted and a detailed proposal, with Suffolk New College submitted.

A final presentation was given jointly with Suffolk New College and the FE Commissioner has extended the deadline for a further 10 days and more information has been requested from both CCN and Suffolk New College by Tuesday next week. A further presentation will take place on 13 May 2019 and a final decision is expected shortly after that.

11.2 Meeting Minutes

(Paper 17)

The minutes from the Senior Leaders Meeting with the Principal and NES MD which took place on 25 February 2019 were presented as circulated previously and the full content noted.

12. Date of Next Meeting

Business Committee: Tuesday 25 June 2019 at 5.30 pm

All business having been concluded, the meeting finished at 7.35 pm.

CHAIRMAN:
(signed)

DATE: