

**THE CORPORATION OF EAST SURREY COLLEGE**

**FINANCE AND RESOURCES COMMITTEE**

**MEETING HELD ON THURSDAY 19 SEPTEMBER 2019  
BOARDROOM, JOHN RUSKIN COLLEGE, CROYDON**

Meeting commenced: 18.00  
Meeting ended: 19.10

**Present**

Mr Phillip Kerle	Independent Member	Chair
Mr Simon Bland	Independent Member	
Mr Andrew Baird	Independent Member	
Mrs Jayne Dickinson	Chief Executive (College Group) Principal (ESC)	

**Apologies for Absence**

Mr Derek Galloway	Independent Member
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**In attendance**

Mr Kevin Standish	Principal (JRC) Quality Lead (College Group)
Mrs Jyoti Baker	Chief Operating Officer (College Group)
Ms Mitzi Gibson	Executive Director HR and Professional Development

**Clerk**

Mrs Sue Glover	Director of Governance
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**FRC.32.19 Declaration of Interests**

Members and officers were reminded of the need to declare any personal or financial interest in any item to be considered during the meeting.

**FRC.33.19 Apologies for Absence**

Apologies were received from

Mr Derek Galloway	- business commitments
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**FRC.34.19 Notification of Any Other Business**

Members agreed that there was no other business to be considered.

**FRC.35.19 Unconfirmed Minutes of the meeting of the Finance and Resources Committee held on 8 July 2019**

The minutes of the meeting were approved and signed as a correct record.

**FRC.36.19 Matters Arising and Action Points from the Minutes of the meeting**  
Members agreed that there were no matters arising from the minutes of the meeting.

Members noted that all Action Points arising from the meeting had been addressed to the satisfaction of the Committee.

**FRC.37.19 College Policies**  
The Chief Operating Officer presented, for consideration and approval, the following College policies:

**ESC 01 Financial Regulations**  
**ESC 60 Health and Safety Policy**

The Committee was advised that

- The following minor changes have been made to the Financial Regulations:
  - Title changes, expanding references to include the JRC site and staff where appropriate
  - Change to the limits for obtaining approval to exempt from the process of obtaining multiple quotes for procurement of goods/services
- Sections within the Health and Safety Policy for 2019/20 have been reworded to include the College Group and the document updated with the current Health and Safety guidelines and responsibilities

The Executive Director HR and Professional Development presented, for consideration and approval, the following College policies:

- **OSC 32B Disciplinary Policy**
- **OSC 33 Grievance Policy**
- **OSC 29 Bullying & Harassment Policy**
- **OSC 31 Wellbeing & Resilience Policy**
- **OSC 34 Redundancy Policy**
- **OSC 30 Capability Policy**
- **OSC 28 Probation Policy**
- **OSC 26 Continuing Professional Development (CPD) & Induction Policy**

The Committee was advised that

- A regular cycle of reviews ensures that College policies take account of any changes in legislation
- The policies have been reviewed and approved by the College Directorate
- All ESC and JRC policies and procedures have been reviewed and consolidated in to a single set of policies

Members reviewed each of the policies, noting the proposed changes and approved the policies for further consideration and approval by the Corporation Board.

Members noted the key impact measures arising from the report, in particular the Risk implications.

## **Resolved**

The Finance and Resources Committee approves and commends for endorsement by the Corporation Board the following policies

- **ESC 01 Financial Regulations**
- **ESC 60 Health and Safety Policy**
- **OSC 32B Disciplinary Policy**
- **OSC 33 Grievance Policy**
- **OSC 29 Bullying & Harassment Policy**
- **OSC 31 Wellbeing & Resilience Policy**
- **OSC 34 Redundancy Policy**
- **OSC 30 Capability Policy**
- **OSC 28 Probation Policy**
- **OSC 26 Continuing Professional Development (CPD) & Induction Policy**

## **Simon Bland arrived**

### **FRC.38.19 HR Annual Report for 2018/19**

The Executive Director HR and Professional Development presented, for information, the annual report on Human Resources for the academic year 2018/19.

Members considered the detail of, and discussed issues arising from the report, in particular

- **Staff Utilisation/Efficiencies**
  - Staff had been fully utilised during 2018/19 as a result of careful timetabling and close management
  - HR, MIS, Finance, Employer Services and IT are all now cross college departments working at both campus sites
- **Staff turnover**
  - the full turnover figure for 2018/19 is well under the AoC benchmark
  - retention of staff in year has been high, highlighting that staff retention strategies are having a positive impact on turnover
- **Attendance management**
  - Staff attendance percentage is above both the College KPI and AoC average. It was noted that the AoC College Workforce Survey 2018 national average attendance has increased by 0.6% and the College's KPI will be increased to match this for next year
- **Equality and Diversity**
  - The comparisons of the staff profile, student profile and community profile remain at similar levels to the last academic year to ensure a diverse workforce
- **Continuous Professional Development (CPD)**
  - a significant amount of CPD has taken place during the year to ensure that staff continue to be highly skilled and knowledgeable to provide excellence in their roles
  - a variety of management activities took place in the year
  - completion of compulsory online training for staff remains high for all courses and Prevent training continues to be a high priority

- the Conference Day held in June 2019 was attended by all staff from both campuses with a focus for curriculum staff on curriculum planning in relation to the locality and industry/employment
- the HR post-merger project is on track and the majority of policies have been harmonized and delivered and standard forms have been reviewed

Members reviewed the HR and CPD KPI dashboard as at 31 August 2019.

In response to questions, members were advised that a CPD KPI dashboard is being developed for JRC and will be presented separately to ESC but the termly HR report will continue to report on both campuses.

Members noted the key impact measures arising from the report, in particular the Strategic, Risk and Student implications.

#### **AGREED**

The Finance and Resources Committee receives and notes the Annual Human Resources Report: 2018/19.

#### **FRC.39.19 Financial Reporting**

The Chief Operating Officer presented, for information, a report detailing

- Year-end outturn position for 2018/19 for
  - Orbital South Colleges
  - East Surrey College
  - John Ruskin College
- Enrolment for 2019/20

Members considered the detail of the year-end outturn position for 2018/19, noting:

- The current operating deficit for the merged group is £377k, which is subject to further year-end reconciliations and information that has not yet been received, such as the Croydon pension valuation and the final reconciliation for Surrey County Council
- The focus continues to be on fully understanding the John Ruskin operations to enable true costs to be identified and realistic budgets set for 2019/20. It is anticipated further savings will be identified as the 2019/20 financial year progresses
- The operating surplus of £450k for East Surrey is offset against the deficit of £857k of John Ruskin, resulting in the net deficit for the merged group of £377k
- The John Ruskin opening balances are subject to an external audit. A valuation report was commissioned to obtain the fair value of their land and buildings. Work is underway to reflect the fair value of the opening balances and once these have been agreed, the College bank covenants will be assessed. However, it is not anticipated for the College to breach its covenants
- The focus for 2018/19 is on identifying savings to reduce the deficit to Nil if possible
- The cash balance at the year-end is £9.9m of which £5.0m is held in the Lloyds deposit accounts and £505k in Barclays Deposit
- The College's financial health as calculated by the funding agency methodology remains outstanding.

In discussion, members agreed that the College had done and will continue to do a significant amount of work in order to mitigate the deficit at John Ruskin. It was noted that the KPI Dashboard would be presented to the next meeting of the Committee when the accounts have been finalised.

### **Agreed**

The Finance and Resources Committee receives and notes the year-end outturn position for 2018/19 for

- Orbital South Colleges
- East Surrey College
- John Ruskin College

### **FRC.40.19 Enrolment: 2019/20**

The Chief Operating Officer presented, for information, a report on the enrolment position for 2019/20 as at 21 September 2019.

Members considered the report, which provided information in respect of the preliminary position on enrolment relative to both campuses:

- ESFA Funding Stream for
  - 16-18 EFA full time
  - 19+ EHCP

Members noted that

- The current enrolment numbers indicate that the College is on track to meet its allocation but the focus will remain on retaining the students
- All other income streams are subject to ongoing recruitment and these numbers will be presented as part of the management accounts:
  - Apprenticeships
  - Higher Education
  - High needs funding
  - ACL
- The College is in talks with a partner, Notting Hill Music Academy for further engagement with adult learners in the music industry
- The College tracks all enrolment and student data rigorously and reports regularly to members on the current position and the implications

Members agreed that, overall, the College has had a strong start. However, members were reminded that the position was still fluid at this stage and in order to recover revenue the John Ruskin prospectus will continue to grow their offer for next year.

Members noted the key impact measures arising from the report, in particular the Risk and Learner implications.

### **AGREED**

The Finance and Resources Committee receives and notes the report.

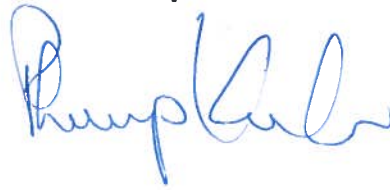
**FRC.41.19 Any other business**  
There was no other business.

**FRC.42.19 Schedule of meetings: 2019/20**  
Thursday 28 November 2019 - Redhill  
Thursday 5 March 2020 - Redhill  
Thursday 26 June 2020 - Redhill

All meetings commence at 6pm

**At the conclusion of the Part 1 meeting, members moved into a meeting restricted, in accordance with the requirements of the Instrument and Articles of Government and with Section 22 of the Freedom of Information Act 2000, to the members of the Corporation and to senior members of staff of the College.**

**SIGNED AS A CORRECT RECORD:**

A handwritten signature in blue ink, appearing to be 'R. Campbell', is written over the 'SIGNED AS A CORRECT RECORD:' text.

**DATE:** 28 November 2019