



Business Committee Minutes

Meeting	Business Committee	Date	25 November 2021
Location	Broadstairs – Executive Boardroom	Time	3pm
Membership	Tim Kent [Chair], Charles Buchanan, Gail Clarke, Joanna Worby, Graham Razey [CEO], Gregg Skinsley-Stephens		
In Attendance	Chris Legg – Chief Financial Officer [CL] Sharon Hollingsworth – Director of Governance [DG] Nicole Leader – Minute Clerk		

	ITEM	COMMENTS	ACTION
1	Welcome and Apologies	Members were welcomed to the meeting.  Apologies was received from Joanna Worby.	
2	Declarations of Interest	No declarations of interest were declared other than those already standing.	
3	Minutes of the Meeting	Minutes of the meetings held 10 <sup>th</sup> June 2021 including confidential minutes and the meeting held 10 <sup>th</sup> August 2021 were agreed as an accurate record and duly signed by the Chair.	
4	Matters Arising	Yarrow Hotel – it was noted that there had been positive staff recruitment and the hotel was back to full staffing levels	
5	Terms of Reference	Members discussed their responsibility to oversee the work being done around the Environmental strategy and noted that likewise the Education Committee is responsible for the oversight of the Inclusion strategy. It was suggested that reference to these should be added to the respective terms of reference for each committee.	DG

		<p><b>AGREED:</b> The Terms of reference for the Business Committee, subject to the above addition.</p>	
6	Sixth Form Provision	<p>GR presented the report on Sixth form provision and invited comments/questions from the Committee.</p> <ul style="list-style-type: none"> <li>- A Governor enquired whether enrolled sixth form students will be funded at the same rate as Schools. GR commented that students will be funded as band five FE students and funded at the same rate as other full time students as long as they attend 540 hours.</li> <li>- GR clarified that the budget pack is based on Year 3. Year 1 and Year 2 position is summarised within the document.</li> <li>- There had been a positive response regarding the Canterbury College open day and noted 86 learner starts for year 1 is a cautious number and very likely to be higher based on the volume of people attending the open day.</li> <li>- 24 subjects offered; most combinations will be able to be met. A matrix is in place.</li> <li>- There will be a combination of students already enrolled at Canterbury College moving to A-Levels alongside the new intake of students.</li> <li>- Governors noted £100K in-year capital to convert space at Canterbury for A-Levels</li> <li>- Group sizes will be confirmed once recruitment has taken place.</li> <li>- GR felt the response had been positive given that the new provision appeals to students who have not had a choice in the past and stayed at school as this was their only option.</li> <li>- CEO is meeting with the local Head Teachers to discuss sixth form plans.</li> </ul> <p style="text-align: center;"><b>Noted: The Sixth Form Provision Report</b></p>	
7	Progress Against Property Strategy	<p>CL presented the progress against the property strategy and invited questions.</p> <ul style="list-style-type: none"> <li>- Dover car park swap discussion are on-going, at a recent meeting held with Dover District Council a positive direction had been agreed. However, there are ongoing issues with the property boundaries which will need to be addressed.</li> <li>- Civil Engineering at Canterbury College is progressing well. A September 2022 opening is still expected.</li> <li>- FE stage 2 transformation bid outcome will be announced in Spring 2022.</li> <li>- Sheppey College - the CEO had met with Swale Borough Council, a leveling up bid will be</li> </ul>	

		<p>submitted by Swale Borough Council to make available the existing car park to allow an extension for technical industries provision and to open a Junior College. Initial discussions are taking place.</p> <ul style="list-style-type: none"> <li>- Folkestone College re-payment update: EKC Group will ask Cripps to look at the document. The funds have been allocated in the 2020-21 financial statements.</li> </ul> <p style="text-align: center;"><b>Noted: Progress Against Property Strategy</b></p>	
8	Draft Financial Statements	<i>This item was considered confidential and will form Confidential Minutes Part A</i>	
9	October 2021 Management Accounts	<p>CL presented the October Management accounts and highlighted the following key matters to the Committee:</p> <ul style="list-style-type: none"> <li>- Apprenticeship shortfall due to early completion. This relates to a number of apprentices on breaks in learning and previously not predicted to complete timely end-point assessments but, they completed on time resulting in early achievement creating an accounting shortfall this year. The Q1 reported that apprenticeship recruitment is ahead of plan.</li> <li>- There is a national shortage of early years workers in the nursery sector, this is due to many staff dropping out of the sector during Covid, resulting in the nurseries not being able to run at full capacity. There is a high demand for nursery places as many providers have closed.</li> <li>- In-year growth budgeted for to fund above-allocation levels of 16-19 provision due to predicted numbers at the start of the year, has not achieved and has now been removed at Q1. There were 1,000 additional applications for this year but did not convert into enrolments. This is due to students overachieving in exams and staying on at school and no onsite open days.</li> <li>- Commercial income down, mainly due to the delayed opening of Anne's Restaurant. This was planned for late May 21 but opened in November 21. Discussions around the final invoice will include compensation for loss of income. The funding criteria for this project was met.</li> <li>- Pay is reported as positive, however this is due to the large number of staff vacancies, this is having a negative impact on the business as we are not able to offer various services and</li> </ul>	

		<p>current staff are covering vacancies. A paper will be submitted to the Full Governing Body on ways to relieve the impact of the vacancies and to ease recruitment.</p> <ul style="list-style-type: none"> <li>- A Governor asked if there are plans for re-distributing the savings on pay. It was noted that the Executive team are currently looking at the most effective way of doing this but the above identified income shortfalls will need to be covered.</li> <li>- Cash flow will now reduce due to the Folkestone College project being up and running.</li> <li>- A Governor asked how the new DFE metrics affects the accounts. CL replied that the new measures will not affect us greatly and confirmed that Group and subsidiary companies will all come under the new metrics.</li> <li>- The Committee requested a paper for the next Business Committee meeting on a review of how our pension costs (cash and non-cash) have changed over the previous few years, what they look like now and what the future may be like</li> </ul> <p style="text-align: center;"><b>Noted: The October 2021 Management Accounts.</b></p>	CL
10	ESFA Financial Dashboard Information	<p>CL presented the ESFA financial dashboard for an independent assessment.</p> <ul style="list-style-type: none"> <li>- Dashboard reveals that financial health for the Group is good</li> <li>- Capital programmes present higher levels of financial risk.</li> <li>- The information highlights the on-going reliance on government funding streams.</li> </ul>	
11	Staff Survey Results and Management Action Plan	<p>GR presented the staff survey results and action plan and highlighted the following to the Committee.</p> <ul style="list-style-type: none"> <li>- There was a drop in Ashford College staff survey results. This has been reviewed and reasons for this established. Actions in place to address issues.</li> <li>- An issue was raised at Sheppey College which has been addressed with staff focus groups.</li> <li>- The CEO will now start chairing the People and Culture Group.</li> </ul> <p style="text-align: center;"><b>Noted: The Staff Survey Results and Management Action Plan.</b></p>	
12	Update On Pay Gap	<p>GR presented the Pay Gap report and informed the Committee that the report is now moving in the right direction and invited questions.</p> <ul style="list-style-type: none"> <li>- Table explaining male/female quartiles does not reflect the gender pay gap. This is standard reporting; we have more males in the upper quartiles on higher salaries. Females on</li> </ul>	



		average will get less per hour as they are in the lower quartiles.	
		<b>Noted: The Gender Pay Gap update.</b>	
13	Financial Regulations	CL presented the updated financial regulations and informed the Committee on the key changes. <ul style="list-style-type: none"> <li>- Executive Leadership Board roles to be expanded in the regulations.</li> <li>- Delegation levels for FCB and Business committee overlap, this is on purpose for timing issues.</li> </ul> <p style="text-align: center;"><b>Recommend: The Financial Regulations to the FGB for approval</b></p>	Committee
14	Group Sustainability Strategy	CL presented the Group Sustainability Strategy. <ul style="list-style-type: none"> <li>- Strategy now in place, Ella Brocklebank, Governor helped in forming this.</li> <li>- This has been presented for information and monitor and review progress.</li> <li>- Graph on page 4 blue wedge means: global needs reviewing</li> <li>- Assign roles and responsibilities to former employees, needs updating at the time of producing paper the Group was in consultation.</li> </ul>	
15	AOB	No other business	
16	Matters Considered Confidential	Item 8: Financial statements time limited until published [January 31st, 2022]	
17	Date of Next Meeting	Thursday, 17 March 2022 at 9.30am at Canterbury College	

There being no further business the meeting closed at 5pm

Signed:  .....

Print: TJ KENT .....

Date: 17/3/22 .....



The FGB Chair, CEO and the Director of Governance have been given delegated authority by FGB to review confidential minutes on an annual basis. The following minute was released for publication following the review panel meeting held on 10 October 2022. The Business Committee Meeting of 25/11/21 Confidential Minute Number 8

	ITEM	COMMENTS	ACTION POINT REQUIRED
8	Draft Financial Statements	<p>CL presented the draft financial statements and invited comments.</p> <ul style="list-style-type: none"> <li>- The committee agreed that going forwards the draft financial statements will not be presented to the Business Committee.</li> <li>- A Governor asked for clarification in the Resources section on the number of non-teaching staff. CL confirmed that there are 988 teaching staff.</li> <li>- A Governor asked if we actively monitor payment days. CL explained that there is no report available due to the complications of disputes and late payment charges.</li> <li>- Typo on Page 26 signing line to be amended.</li> <li>-</li> </ul> <p style="text-align: center;"><b>Noted: The Draft Financial Statements</b></p>	