

Present: Gill Slater, Angela Davis, Matthew Adams and Michael Kitcatt.

In Attendance: Annette Hughes (Personnel Manager), Barbara Clements (Finance Manager) and Jo Payne (PA to the Principal/Interim Clerk)

1. Appointment of Chair: Gill Slater was unanimously appointed Chair for the meeting.

2. Apologies: Phil Douce and Toby Hooper. *(The meeting schedule was initially issued on the assumption that the College would be an academy. Some members of the Resources Committee were due to sit on the Board's Audit and Risk Committee which would not have had a meeting on this date and governors wish to note that apologies had been tendered due to this unexpected change of circumstance).*

3. Standing Items

- (i) Michael Kitcatt declared that he was a governor at Bishop Perowne C of E College and Gill Slater declared that she was employed by the University of Worcester.
- (ii) Those items referring to individual members of staff or students were identified as confidential.
- (iii) A letter from the ESFA's Chief Executive and Accounting Officer would be shared with the Committee. The Principal asked that the revised Grievance Procedure be received by the Committee at an appropriate point so that it could be recommended to the Governing Body in December for approval.

4. Minutes

(i) Minutes of the Resources committee: 21st June 2017

The minutes of the meeting were **confirmed** as a correct record and signed by the Chair. An update was received on the action points arising from the minutes and those action points outstanding are recorded below.

The Principal reported that some data on IT provision had been presented to the July meeting of the Governing Body, however, this was not comparing like for like. The Finance Manager said that she would ask whether Kendall Wadley had experience of auditing IT provision.

The Committee **noted** the information provided.

5. Employment

(i) Personnel update

The Personnel Manger presented her report and the following points were highlighted and comments made:

- Over the past ten years there had been a 59% reduction in the numbers of FTE teachers. Whilst there had been a move to employing support staff tutors and learning support assistants several years ago, there had not been a recent shift. The Principal added that this had been a direct consequence of funding cuts. He added that the staff to student ratio would have significantly changed over this period as student numbers now were comparable to 2007-08 numbers. The Chair asked whether this reduction had any impact on student outcomes. The Principal responded and said that whilst the College had done everything it could to maintain outcomes, staff had been made to work harder with an increased teaching load. This had been a pattern in other sixth form colleges where value added outcomes had also declined. The Principal said that, in

raw terms, the College's success rates over the period had improved with increased retention rates having been a significant factor in this. It was agreed to share this data with the Governing Body.

- The Finance restructure had been completed. The Finance Officer was no longer at College and three new roles had been implemented;
- Two placements from the University of Worcester had continued this year which had proved valuable to IT Support;
- The Personnel Manager had reduced her hours from 36 to 33 per week. This was a permanent change subject to review at the end of the year;
- Pay negotiations were ongoing with a potential 1% increase for teaching and support staff and this had been included in the budget;
- Additional increases for support staff on points 14 to 20 of the pay scale were proposed which would apply to 36 staff;
- Of 19 teaching staff eligible for pay progression, 19 were successful in meeting the criteria;
- Feedback in the recruitment and selection questionnaires had been extremely positive;
- Sickness absence had increased in 2016-17;
- The Staff Satisfaction Survey responses had been more positive and were shared at the Staff Satisfaction Focus Group where some useful suggestions were made;
- Letters had been issued to current and former teaching staff in respect of repayment of strike deductions;
- Difficulties with the payroll system were ongoing and main problems were highlighted.

The Committee **noted** the information provided.

In response to questions the Personnel Manager reported that:

- The Employment and Community Links Officer had been replaced by the renamed post of Work Experience Officer which was essentially the same role;
- Staff turnover for teachers was 16% in 2016-17 which was slightly higher than in the previous year;
- The Staff Satisfaction Action Plan would be shared at the next Committee meeting;
- The rebate offered from Liberata had been rejected and other payroll systems were being investigated.

The Committee **noted** the information provided and offered to support the College with letters of complaint to Liberata if required.

Michael Kitcatt and Barbara Clements left the meeting at 6.15 pm.

Following a short debate, the Committee **noted** the comparative data on senior post holder salaries.

Michael Kitcatt and Barbara Clements returned to the meeting at 6.21 pm. Jo Payne left the meeting.

The Committee were advised of the current salary arrangements for the role of Interim Clerk. The information was **noted**.

Jo Payne returned to the meeting at 6.25pm.

A revised version of the Grievance Procedure was circulated. The Personnel Manager outlined the proposed changes which had been agreed by TU representatives and regional trade union contacts.

The Committee recommended that the proposed changes to the Grievance Procedure be approved by the Governing Body subject to an addition under 5.6 to read: 'The chair will consider how an employee's grievance can be resolved to include the offer of mediation.'

The Personnel Manager left the meeting at 6.52pm.

- (ii) Senior post-holder appraisal feedback
No feedback was provided to this meeting.

6. Finance

(i) Annual Reports and Accounts

The Finance Manager presented the draft accounts and commented that:

- There was a small surplus in 2016-17 with an increase in income due to the release of a capital grant;
- The Cafeteria takings had been better than predicted;
- Some savings on staff costs had been made.

The Finance Manager had not yet received comment from the auditors on the draft accounts.

In response to a question about measuring the impact of marketing activities, the Principal reported that:

- Applicants complete a survey when they attend interview to find out how they heard about the College;
- The mailing to all year 11 students in the county had proven very effective with many referring to this;
- Summary reports were received further to Facebook campaigns;
- Visits to tutors groups last year about social media had resulted in the College setting up an Instagram account.

The Committee **noted** the information provided.

Members of the Committee **noted** the information provided and **agreed to recommend** that the Governing Body approve the Annual Accounts for 2016-17, subject to any comments from the Audit Committee and feedback from the auditors.

In respect of the 2017-18 academy year, the Finance Manager reported that:

- The failure to academise had detrimentally impacted on the finances for 2017-18 due to not being able to reclaim VAT, having to pay rates and a double counting of one funding stream;
- Adult income and loans were down compared to the budget;
- Staff savings were not enough to offset the deficit in-year;
- More students had applied for financial support than had been budgeted;
- A combination of all of these factors meant that the forecast had been revised and indicated a deficit of £227,000.

In response to questions, the Principal and Finance Manager advised that:

- Whilst there was a limit to what can be done in year, consideration would need to be given to next year;
- 80% of the budget was spent on staffing, therefore, consideration would need to be given to reducing the number of sets and placing teachers on the minimum of their ranges;

- If voluntary or compulsory redundancies had to be considered, there would be a financial implication;
- Consideration would be given to whether students would be entered for AS exams or whether they would instead take an external exam. This would save approximately £90,000 in exam entries;
- There was a reluctance to reduce the curriculum offering as the number of subjects on offer was a reason why some students enrolled at the College. The Principal also reminded the Committee of the benefits of doing four subjects in the first year;
- An application would be submitted in relation to developing work experience as part of T Levels which, if successful, would mean that the College would be awarded £35,000.

The Committee **noted** the information provided.

The Finance Manager circulated a comparison of insurance quotes and associated costs. A company called Butterworth were significantly cheaper than others and it was **agreed** that, on the basis of a satisfactory reference, the Principal and Finance Manager would make a decision on which insurance broker to use.

A letter from the ESFA Chief Executive and Accounting Officer, Peter Lauener, was circulated and received by the Committee. The Finance Manager advised that she would be willing to offer some training on financial matters to Governors should this be required. There was some discussion as to whether senior managers felt appropriately challenged by governors and it was suggested that Governors should consider a framework to monitor and evaluate the effectiveness of the Governing Body. The Principal and Finance Manager would prepare a document for the Governing Body to accompany the letter from the ESFA.

(ii) Student Council Accounts

The Finance Manager presented the Student Council Accounts. Members of the Committee **noted** the information provided and **agreed to recommend** that the Governing Body approve the Student Council Accounts for 2016-17.

(iii) Finance Dashboard 2017

The Principal referred to the Finance Dashboard. The Committee **noted** the information.

7. Annual Reports

(i) Exams Report

The Principal presented the exams report commenting that the summer series ran smoothly. There were more private candidates this year and some required exams to be sat at home. A proper price list had been agreed for this service to sufficiently cover costs. The Principal added that a suspected malpractice incident had been successfully contested.

The Committee **noted** the information provided.

8. Property

The Principal advised that earlier in the year refurbishment of the second floor classrooms had continued. Two larger classrooms had also been created with increased IT facilities which facilitated larger groups for Film Studies and Media Studies.

The Principal reported that the College would submit a bid to the Condition Improvement Fund which, if successful would contribute towards the cost of the 3G pitch. For this year only, one aspect of the CIF included the Healthy Pupil Capital Fund (sugar tax). He added that there was a recent positive meeting with the Football Association who were keen on the College as a site, but would not offer 100% of the funding. Each partner would need to contribute £100,000 to the cost.

The Committee **noted** the information provided.

9. Health & Safety

(i) Health & Safety Update and Accident Report

The Principal presented his report and reported that there were no particular trends or concerns in relation to the accident statistics. The Committee **noted** the information provided.

10. Closing Standing Items

(i) Risk Management:

The Principal identified the key revisions to the Risk Register and Assurance Map. The Committee noted that the failure to recruit target numbers of 16-18 students and the implementation of government policies which prove disadvantageous had both been increased to the highest score of 25 as both were happening and were having a huge impact on the College.

The Principal reported that Worcester Warriors would move the AASE Rugby programme to Stourport High School and Sixth Form Centre next academic year. Thirty students were enrolled on the programme this year, which would reduce to fifteen next year and zero the following year. The Principal added that whilst there would be a short-term saving due to the College no longer paying £30,000 to the Warriors, ultimately there would be an impact on student numbers. However, a significant number of the AASE students enrol on Sport BTEC courses so the number of sets would be reduced as appropriate.

The Committee **noted** the information provided.

(ii) Impact: It was suggested that the framework for evaluation of the effectiveness of the Governing Body would have a positive impact.

(iii) Any Urgent Business: No additional urgent business was identified.

(iv). Date of Next Meeting: Wednesday, 28th February 2018

The meeting finished at 7.51 p.m.

Signed:.....

Gill Slater (Chair)

Date:.....

RESOURCES COMMITTEE: ACTION POINTS ARISING FROM MEETING ON 22ND NOVEMBER 2017

Report Reference	Action Point	Person Responsible	Completion	Check
RC/22.11.17/5(i)	Staff Satisfaction Action Plan to be shared at the next meeting.	RJS	28.02.18	
RC/22.11.17/5(i)	Slight amendment to be made to Grievance Procedure.	MWK/AJH	GB 13.12.17	
RC/22.11.17/6(i)	Request reference for most competitive insurance broker and agree cover.	MWK/BJC	December 2017	
RC/22.11.17/6(i)	Prepare document to explain ESFA letter to governors.	MWK/BJC	GB 13.12.17	

ACTION POINTS CARRIED FORWARD

Report Reference	Action Point	Person Responsible	Completion	Check
RC/21.06.17/5(iii)	Consideration to be given to external assurances in relation to IT provision.	EYS	September 2017	
RC/21.06.17/5(iii)	Governor link visit to IT section.	PD	Summer 2017	
RC/15.3.17/6(i)	Provide full options feasibility study for 3G pitch and associated facilities	MWK	3 rd July 2017	
RC/23.6.16/11(i)	External verification/advice/model for off-site incidents	MWK	Summer 2017	

ACTION POINTS COMPLETED

Report Reference	Action Point	Person Responsible	Completion	Check
RC/21.06.17/4(ii)	Arrange date for Principal's appraisal and for other SPHs if required.	JJP	July 2017	✓
RC/21.06.17/9(i)	Insurance company to be advised about update on materials used in College cladding.	MWK	3 rd July 2017	✓
RC/21.06.17/9(i)	Architect to be asked about cavity barriers between cladding and building.	MWK	3 rd July 2017	✓
RC/21.06.17/10(i)	Review RR&AM in the light of the Committee's comments	EYS	3 rd July 2017	✓

* Denotes changes to dates.