

## RESOURCES COMMITTEE

**Part One**

**DATE:** WEDNESDAY 15 JUNE 2022

**PLACE:** Meeting held VIA ZOOM

**TIME:** 6.00pm.

**PRESENT:**

Fred Gray	Chair of Resources Committee
Andrew Baird	Chair of the Corporation
Melanie Harding	Governor (To Item 22)
Hilary Omissi	Governor (To Item 23)
Lee Chantry	Staff Governor
Christine Ricketts	Principal & CEO

**IN ATTENDANCE** Sarah Glasspool, Executive Director of Finance, Resources & People Performance  
Steven Dowbiggin, Estates Advisor & Consultant

Natalie Watt (Clerk to the Corporation)

STANDING AGENDA ITEMS	Action By
<p>1. <b>Action in the Event of Fire</b> Meeting held via ZOOM.</p>	
<p>2. <b>Welcome &amp; Apologies for Absence</b></p> <ul style="list-style-type: none"> <li>The Chair of the Resources Committee welcomed attendees to the meeting.</li> <li>The Clerk confirmed that all those on line were able to fully participate in the meeting.</li> </ul>	
<p>3. <b>Declarations of Interest</b></p> <ul style="list-style-type: none"> <li>Andrew Baird declared his current position as Chair of Orbital Colleges.</li> <li>Melanie Harding declared her current role in the Department for Education, as Project Director for School Rebuilding Programmes.</li> </ul>	
<p>4. <b>Notification of Any Other Business</b></p> <ul style="list-style-type: none"> <li>None.</li> </ul>	
<p>5. <b>Part One Minutes of the meeting held on 2 March 2022</b></p> <ul style="list-style-type: none"> <li>The minutes of the meeting were agreed as a true and fair representation of the meeting subject to the above amendments and were <b>APPROVED</b>.</li> </ul>	
<p>6. <b>Matters Arising from the meeting on 2 March 2022.</b>  <b>Item 6 Disaster Recovery Plan</b> – The EDFR&amp;PP advised the Committee that reasonable assurance was given following an audit of the desk top exercise. The Committee were informed that the plan would be published on the Intranet. A disaster recovery workshop is planned for the 27<sup>th</sup> June 2022. It was agreed feedback on this would be provided to the next meeting.  <b>Item 11 Appt of external Auditors</b> – The appointment was recommended by the Resources Committee and the Audit Committee and approved by the Corporation at the meeting on 30 March 2022.</p>	EDFR&PP

**Item 13 Pay Review** – The Pay award was approved by the Corporation on 30 March 2022 and announced to Staff.

**Item 14 Management Information Systems** – Termly report on the agenda. Noted that the format will continue to be refined.

**Item 15 Estates** – The expected increase on utility costs has been factored in to the draft budget presented.

**Item 16ii AOB** – The Committee workplan was updated.

**Update RECEIVED.**

### Items for Information, Discussion & Approval

#### 7. **Draft Financial Statements (& Outline Post Audit Management Letter) for 2020/21 -**

Presented by EDFR&PP

Items discussed:

- The Committee were informed that a third draft of the Financial Statements had been produced. The EDFR&PP informed the Committee that the repayment agreement needed to be in place and Barclays needed to agree the final arrangements for the restructured loan, before Buzzacotts could review and audit a final draft of the accounts.
- The EDFR&PP confirmed that the College aspect of the work was complete and that the intention was still to produce Financial Statements for signing off at the 13<sup>th</sup> July Corporation meeting.
- It was noted that there were a number of external factors which could potentially delay the submission of the statements, however, the Chair of the Corporation assured the Committee, that the College was working towards the 13<sup>th</sup> July 2022 Corporation date.
- The Clerk to the Corporation advised the Committee that a joint meeting of the Audit and Resources Committee (as a minimum) would need to be convened to review the accounts and management letter from Buzzacotts. Following this a written report would be needed to accompany the accounts to the Corporation for approval.
- Buzzacotts, had been consulted on the process and had confirmed that they had no issue with a joint Committee meeting for this purpose. Following discussion, it was agreed that the only provisional date for the joint committee to meet would be 11<sup>th</sup> July at 6pm.
- The Clerk raised concerns that this was 2 days before Corporation and that several Governors had emphasised the need to have all papers in advance for scrutiny.
- It was noted that dispatch of the papers would therefore need to take place by the 4<sup>th</sup> July 2022.
- The EDFR&PP agreed to continue to plan for the 13<sup>th</sup> July 2022. It was agreed, that the Chair of the Corporation and the Principal & CEO, would liaise with the Chair of the Audit Committee and confirm to the Clerk, regarding any extraordinary meeting needed.

**Report RECEIVED.**

Principal &  
CEO

#### 8. **Management Accounts April 2022** – Presented by EDFR&PP

Items discussed:

- The EDFR&PP drew the Committees attention to the executive summary and the forecast to break-even. It was noted that this was a reduction on the previous forecast, which predicted a £93k surplus.
- The Committee noted the factors identified in the report for the change in the forecast, including a reduction in income and greater unplanned costs.
- The Committee were informed that there could be further unplanned costs that could impact on the final outturn figure, particularly around depreciation.

- The Committee noted the additional cash flow included in respect of income to be generated in August, should the development agreement be reached.
- Members noted that the front sheet for the management accounts did not match the text in the report.
- The EDFR&PP agreed to amend and update the front sheet as needed prior to submission to the Corporation.
- The Committee stated their approval of the revised format for the management accounts.

EDFR&amp;PP

**Management Accounts RECEIVED and recommended to the Corporation for Approval.**

**9. Accounting for revalued assets and impact on accounts** – Presented by the EDFR&PP.

Items discussed:

- The EDFR&PP explained the rationale for revaluing assets. The Committee were advised that the revaluation could impact on the July accounts, but that this would provide greater accuracy moving forward, as actual values could be used rather than historic.
- The Committee queried when the updated indices would be available. The EDFR&PP advised that these were expected in September.
- It was noted that further work would be needed following receipt of the indices.
- It was also noted that this would have an impact on the accounts not on the balance sheet and would not affect the cash position.
- The EDFR&PP confirmed that the FEC were aware of the revaluation process the College had undertaken.

**Report RECEIVED.**

**10. Draft Budget Report**– Presented by EDFR&PP.

Items discussed:

- The EDFR&PP drew the Committees attention to the key areas identified in the Executive Summary. The Committee noted the proposed Income and Expenditure budget for 2022-23 and 2023-24 and that the College is forecasting to (operationally) breakeven this financial year (2021-22), with a small surplus of £40k in 2022-23 and £61k in 2023-24.
- The EDFR&PP confirmed that income for 2022-23 is budgeted to increase from a forecast of £11.8m in 2021-22 to £12.7m in 2022-23 and £13m in 2023-24, expenditure is budgeted to increase in line with the income.
- The Committees attention was drawn to the main changes in 2022-23, including an increased allocation for 16-19, from the ESFA of £0.9m (due to increased funding per learner). This was alongside an increase of 40 hours per year and a small increase in the number of learners.
- In addition, there was an increase in Staffing costs of £0.5m due to 2% pay rise, an increase in living wage, Employers National Insurance and filling of key posts to support learners. There was also an increase in other costs of £0.3m due to the increase in energy costs and the impact of inflation. The Committee noted the main changes in 2023/24 identified in the report.
- Brief discussion followed, on the key risks identified, growth in AEB and other income in areas not achieved, difficulty recruiting and retaining staff along with inflation demands increases in staff costs above budget, impact of inflation on energy costs and other costs increases above budget. The Committee noted that there was also, potentially, an impact of inflation on building costs increases the depreciation costs above plan.

## Brooklands College

- The Principal & CEO informed the Committee that the College was considering a range of measures to try and manage a reduction in utility costs. Some of these initiatives would mean pulling back all delivery into one building of an evening to consolidate usage of the utilities.
- It was noted that a capital budget has been proposed which consists of £0.2m for the general upkeep of the College and curriculum developments to keep up with technology, plus £1.4m spend on the estate development.
- The EDFR&PP confirmed that the budget does not include the income from the developer and does not include the expected grant income from the Capital Transformation fund or other grant receipts.
- The Committee noted the update on the cash flow and the summary of key cash flow risks.

**The Draft Budget was APPROVED for recommendation to the Corporation for approval.**

**11. Brooklands Enterprises Ltd - Presented by the EDFR&PP.**

Items discussed:

- The EDFR&PP confirmed that the company was dormant and that all returns and accounts had now been submitted.
- It was noted that the company secretary role would need to be transferred to the incoming Clerk to the Corporation from the 1<sup>st</sup> August 2022.
- The EDFR&PP discussed the need to appoint an additional Director. Hilary Omissi volunteered to become a Director of Brooklands Enterprises Ltd. Agreed.

**Report RECEIVED, appointment of Hilary Omissi OBE as a Director of Brooklands Enterprises Ltd, was agreed for recommendation to the Corporation.**

EDFR&PP

**12. Specific External Funds Update – Presented by the EDFR&PP.**

Items discussed:

- The Principal & CEO informed the Committee that the funding for the Youth Hub from Elmbridge Council was due to cease in July 2022.
- Talks were currently underway about the possibility of extending the funding.
- A further update would be reported to the next meeting and any additional funding shown in the management accounts.
- Members of the Committee requested an update on the SEND bid and were informed that a further meeting had been scheduled for the following week but that no announcement had been received as yet.

**Report RECEIVED.**

EDFR&PP

**13. Financial Regulations – Presented by the EDFR&PP.**

Items discussed:

- The EDFR&PP informed the Committee that there were no significant changes.
- Updates had been made to reflect changes in public procurement requirements.
- The Committee were advised that all budget holders were provided with a set of the financial regulations at the start of every academic year.
- It was noted that there were some typos and corrections, these would be sent direct to the EDFR&PP following the meeting, for correction prior to the Corporation.

**Report RECEIVED and Financial Regulations APPROVED for recommendation to the Corporation.**

EDFR&PP

**14. Health & Safety Termly Report 2021/22 – Presented by the EDFR&PP.**

Items discussed:

## Brooklands College

- The EDFR&PP informed the Committee that the administrator would be leaving the College shortly and that plans were in place to appoint a replacement.
- It was noted that Covid specific pandemic guidance had now been withdrawn.
- Discussion followed on the changes made to the smoking zone in response to feedback from students and staff.
- The Committee noted the accidents reported and that none of those identified were RIDDOR reportable.
- The Committee queried the level of long term sick and were advised that the staff previously on long term sick were now undertaking a phased return to work programme.

**Health and Safety Termly report RECEIVED.**

### 15. People Performance & Development, Interim Report 2021/22 – Presented by the EDFR&PP

Items discussed:

- The Committee noted the Executive Summary of the report. Discussion followed on the challenges facing all Colleges on recruitment.
- The Principal & CEO confirmed that the College had employed some temporary resource to move forward with talent acquisition in key areas. The Committee noted the scope of training and development offered to staff.
- The EDFR&PP confirmed that the new HR/Payroll system was due to go live on the 1<sup>st</sup> August and considerable HR resources had been taken up with delivering to this timetable.
- Discussion followed, on the scope of the project and the potential development of future modules, following the initial launch. Discussion also followed on the use of data across the College generally.
- The Principal & CEO informed the Committee that the FEC had commented on the staff survey and that she had flagged up to them the additional work proposed on the themes identified by staff.
- A recommendation was made to focus on the outcomes of the staff survey and the need for a robust plan to be developed to address this need. Agreed.
- The Principal and CEO acknowledged that more work was needed to embed consistency of delivery across the college and in ensuring that all managers were equally skilled at using and interpreting data to support their areas.
- Members of the Committee noted that more contextual sector information and external comparators would be helpful and that this needed to be included wherever possible across all reports and committees.
- Discussion followed on the helpfulness of sector data and feedback from specific colleges of a similar size.
- Discussion also followed on the further development of the survey (which was completed before the announcement of the pay award) and how the pay award was received by staff. Members of the Committee commented on the additional pressures on individual finances following tax and NI increases and rising utility costs.
- The Chair of the Corporation provided some anecdotal feedback on the issues facing the sector, in terms of recruitment of staff and the migration of staff away from the south east due to the cost of living.
- It was agreed that the plan would be included on the Corporation agenda for the Strategy Away Day so that the key themes could be explored more fully. It was felt it would also signpost and bring to Staff's attention that Governors were acknowledging the issues raised. Agreed.

Principal & CEO

Principal & CEO

Principal & CEO

**Report RECEIVED and recommendations APPROVED.**

### 16. Management Information Systems – Presented by the EDFR&PP.

Items discussed:

## Brooklands College

- The Committee noted the update provided and queried if there were sufficient resources allocated for this area given its fundamental importance to the College.
- The EDFR&PP confirmed that the MIS team had been increased by the services of an MIS consultant in the short term. Following discussion, the Principal & CEO confirmed to the Committee that the Consultant services would be extended to the December 2022.
- The EDFR&PP informed the Committee that an audit of the MIS was planned for the Autumn Term. Discussion followed on the MIS systems in use.
- The Committee noted the progress made in year. The Principal & CEO advised the Committee that a number of challenges had presented themselves in year and that the management team were working hard to resolve any issues.
- Following further discussion, the Committee endorsed the Principal & CEO's recommendation to produce a full implementation plan covering all MIS systems so that progress could be monitored.
- It was agreed that a report on delivery against the plan would come to a meeting of the Committee in the Autumn Term.
- The Principal & CEO noted that the FEC had commented on the need for a Governors dashboard and the Committee were advised that this would be available as soon as possible. Noted that an early version was currently being populated and reviewed

EDFR&amp;PP

**Report RECEIVED and recommendations APPROVED.**

### 17. Annual Insurance Report – Presented by the EDFR&PP.

Items discussed:

- The Executive Summary was drawn to the Committees attention. It was noted that an annual policy covering Governors liability was in place and renewed each year.
- The Committee were advised of one prior claim that had been settled following legal advice.
- The EDFR&PP informed the Committee that she was currently awaiting confirmation of the costs of the insurance, but that some uplift had already been budgeted for in the draft budget proposed earlier. Noted.

**Report RECEIVED.**

### 18. Risk Management – Presented by the EDFR&PP.

Items discussed:

- The top risks were drawn to the attention of the Committee and discussed. The EDFR&PP confirmed to the Committee that the Estate Development risks had been included and also reported through to the Audit Committee. Noted.
- Members queried the scoring of the risks and detailed discussion followed on how this was undertaken.
- Members of the Committee challenged the current scoring mechanism and it was agreed that the scoring mechanism would be revised.
- The Principal & CEO informed the Committee that the FEC had recognised that the Governors were well informed about the risks facing the college but acknowledged that further work was needed, to ensure that the systems were responsive and sensitive to the unique situation at Brooklands.
- The Chair of the Committee informed Members that the matter has also been raised at the EWG meeting. The EDFR&PP advised the Committee that further scrutiny of the risk register would be undertaken.
- Members of the Committee requested that further thought be given to the format so that the impact if the risks was highlighted. The Clerk confirmed that this had also been raised as an issue at the Audit Committee.
- The EDFR&PP agreed to undertake a detailed review of the risk assessment process, scoring and format and would report back to the Committee in the Autumn Term.

EDFR&amp;PP

**Report RECEIVED.****19. Update on Finance, HR/Payroll System Implementation** – Presented by the EDFR&PP.

Items discussed:

- The Committee were informed that the implementation date for the new systems was 1<sup>st</sup> August 2022. They were advised that where possible, the teams directly responsible for delivering the new systems, had been provided with additional support.

**Report RECEIVED.****20. Sustainability & Climate Change Update** – Presented by the EDFR&PP.

Items discussed:

- The Sustainability Strategic Governor Link reported to the Committee that she had attended the second meeting of the College Sustainability & Climate Group.
- The Committee were informed that the group were aware of the proposed estate developments and the need for a greater focus on this aspect moving forward.
- The Link Governor requested that there be greater communication on the development of the estates and it was agreed that copies of the EWG notes would be circulated to Members of the Resources Committee, after each meeting rather than termly. Action agreed.
- Discussion followed on some of the points discussed and raised at the meeting.
- The Principal & CEO informed the Committee that further consideration would be given regarding the need for a strategic steering group to review the area.
- The group had also discussed the potential installation of electrical charging points. It was noted that any additional benefit such as this, would need to be paid for to avoid possible benefit in kind and tax implications for staff.

**Report RECEIVED.****Clerk to the Corporation****21. Estates Update** – Presented by the EDFR&PP

Items discussed:

- The EDFR&PP drew Members attention to the summary of the report. Members noted the progress being made and the on-going maintenance of the existing estate.
- Discussion followed on the bike project and the EDFR&PP provided more background information.

**Report RECEIVED.****PART TWO****16. Any Other business (Part one)**  
**None.****17. Date of Next Meeting**  
**To be advised pending approval of the Annual Schedule.**

Signed By: \_\_\_\_\_

Date: \_\_\_\_\_