BROOKLANDS TECHNICAL COLLEGE

Meeting of the Finance and Resources Committee

MINUTES

Items considered confidential on the grounds of commercial or personal sensitivity are redacted from the published minutes

Date	**Wednesday 3 December 2025**
Time	18:30 – 19:45
Location	Via MS Teams
Present (Governors):	Meyrick Vevers (Committee Chair) Jesse Adekoya Professor Craig Mahoney (Chair of the Corporation Board) – to 18:45 Rebecca Page-Tickell – to 19:30 Christine Ricketts (Principal and CEO) Paul Stedman
In attendance	Allan Tyrer (Chief Operating Officer) Nolan Smith (Estates Project Manager, Fusion) – item 5 Melissa Drayson (Director of Governance)
Observer	None
Apologies for absence	Maureen McDermott (Staff Governor)
Quorum (3)	The meeting was quorate throughout

Item **Action lead**

1. Preliminary items

1.2 Welcome and apologies for absence
Apologies were received from Maureen McDermott

1.3 Declarations of interest
There were no new declarations of interests relating to matters on the agenda. Previously declared interests were carried forward.

1.4 Urgent other business
No items of urgent other business had been notified in advance.

2. Minutes

2.1 RESOLVED: That the minutes of the Finance and Resources Committee meeting on 8 October 2025 be APPROVED as an accurate record. The confidential sections were confirmed and would be redacted from the published version.

2.2 Matters arising
Supporting paper by the Director of Governance

The Committee noted actions that had been completed, those on the agenda and those not yet due for report.

It was noted that the annual pay award and pay review were two separate processes, the latter focusing on placing staff on the correct pay scales. A paper on the pay review would be brought to the March Committee meeting.

3. Finance

3.1 Monthly Management Accounts, Forecast and Cashflow report – October 2025
Supporting paper by the Chief Operating Officer

Key headlines for the year to date were:

- The EBITDA for the year to date was £170k better than the budgeted figure of £501k.
- Income was on target to reach the budget.
- Pay costs were below budget, but the proposed pay rise and some additional posts were expected to close the gap to budget Non-pay costs were slightly above the budget, but were expected to be on budget for the whole year. Governors were advised that this was due to exam costs being paid early in the year.
- The College had spent £44K of its £500k capital budget in 2025/26 and also had £321k carried forward from 2024-25

It was noted that the management accounts referred to agency fees as a separate line from permanent staff costs. As requested at the previous meeting, the Committee asked for full clarity about the element of the budget that related to recruitment fees.

The format of the management accounts had been improved as requested by the Committee, and more visuals had been added in line with DfE Good Practice Guidance. Performance against DfE benchmarks and loan covenants was also noted.

AGREED: that October 2025 management accounts be commended to the Corporation Board as a positive reflection of the College's financial position.

3.2 Staff pay award recommendation
Supporting paper by the Chief Operating Officer

The Committee considered the recommendation from the Executive Group for a 4% pay award to be made in January, following Corporation approval in December. To stay within the pay budget, this would not be backdated. It was noted, however, that the award would take the college slightly above budget in 2026-27.

In response to questions, it was confirmed:

- That the proposal followed the Association of Colleges (AoC) recommendation and was in line with that being offered by the other Surrey Colleges.
- That the target pay cost ratio in 2026-27 would be 66%.
- The proposal would leave a contingency within the pay budget to invest in new posts to support teaching, learning and the student experience.
- The proposal was in line with union expectations.
- The People Team were, as previously reported, undertaking a separate detailed pay review to ensure that all staff were on the correct pay band, and that those in lower-paid roles were receiving more than the national living wage.

Governors expressed support for the proposal and agreed with the need to recognise the contribution of staff as the college entered a new era as a standalone institution. The risk was raised, however, that the college might, in future, need to revert to using agency staff. Management confirmed that it continued to work hard to minimise the use of agencies, but this was considered on a case-by-case basis. It was also advised that a contingency had been built into the pay budget for emergency cover.

3.3 Termly Procurement Assurance Report
Supporting paper by the Chief Operating Officer

Governors were reminded that the termly report had been introduced to offer full visibility of all procurement exceeding £30,000. Verbal confirmation was given that proper procurement procedures had been adhered to in each instance. However, the Committee asked that this should be indicated in the report.

AGREED: That the termly procurement assurance report should include a column confirming that the correct approval route had been followed.

4. Estates Redevelopment Progress Report
Supporting paper presented by Nolan Smith Fusion

The Committee took the detailed progress report as read, the key matter being that the Vickers project was currently out to tender. Six contractors were expected to bid, with final proposals due on 16 January. Pre-tender estimates indicated that the college was still on budget.

The Chair also raised a question about heat transfer issues in the Tower building and urged Fusion and the college to investigate the cause to establish costs of rectification before major capital decisions were made.

A verbal update was provided on the potential lease of [redacted] to house growth in the construction curriculum. A survey had been undertaken, which confirmed that the building's fabric was in reasonable condition. The Committee was provided with costings for refurbishment, compliance and modification at three levels:

- “Bronze” – covering costs of compliance, electrical upgrade, IT wiring, decorative works and replacing windows but no internal modifications.
- “Silver” - bronze plus more structural works
- “Gold” - ideal world in terms of internal modifications and facilities.

[Redacted]

It was noted that all costs would be included in the paper being prepared for the Corporation Board, along with options for funding the project. The increased income contributions from the student growth that the project would facilitate would also be included.

The Committee agreed that more work was needed before Corporation approval could be sought for the project, and that the following factors needed careful consideration:

- [Redacted]

AGREED: **COO/ Fusion**

(i) That a Special meeting of the Finance and Resources Committee be convened on 14 January to consider a detailed paper covering the above points.

(ii) That a report be brought back on the heat transfer issue in the Tower Building.

5. Policies falling with the remit of the F&R Committee

Supporting paper presented by the COO

The Committee noted that the Treasury Management Policy and Fees Policy were updated annually. Only minor edits had been made to dates and job titles.

RESOLVED: That the following policies be recommended to the Corporation FOR APPROVAL

- **Treasury Management Policy 2025-26**
- **Fees Policy 2026**

6. Finance and Resources Risk Assurance Report

Supporting paper by the Director of Governance

The Committee was reminded that the overall risk register was reviewed by the Audit and Risk Committee. However, as part of the board assurance process, risks relating to each Committee’s remit were brought to each meeting to enable the Committee to confirm to the Corporation Board that it had adequate oversight of them all.

In response to recent feedback from the FE Commissioner, it was agreed to strengthen the risk relating to staff turnover, and include various mitigations in place to retain staff.

AGREED:

i) **That confirmation be given to the Corporation Board that all risks within the F&R Committee's remit had been scrutinised in the course of its business;**

ii) **That the risk relating to staff turnover be strengthened on the risk register.**

7. Other urgent business

There was none

8. Date of meetings in 2025-26

- 4th March
- 24th June.

The minutes were approved by the Finance and Resources Committee at its meeting on 4 March 2026