



**Minutes of the Meeting of the  
Finance, Resources and Capital Projects Committee**  
held at the College at 4.00pm on Wednesday 18 June 2025

**Present:** Mr P Sullivan (PS) Chair  
Mr T Hayhoe (TH)  
Mr S McGeoch (SM)  
Ms T Aust (TA)

**In Attendance:** Ms K Frost (KF) Head of Governance  
Mr M Cooper (MC) Executive Director Finance, HR and Development  
Ms L Stewart (LS) Interim Executive Director Resources  
Mr A Visram (AV) Head of Finance  
Ms L Owen (LO) Head of Human Resources and Development  
Ms M Gajewska (MG) Vice Principal

**13/25 Welcome and Apologies**

The Chair opened the meeting and welcomed everyone. There were no apologies for absence.

**14/25 Declarations of Interest**

There were no declarations of interest relating to the items on the agenda.

**15/25 Minutes of the Last Meeting**

Minutes from the meeting of the committee held on 5 March 2025 had been received in advance (Paper 3). IT WAS DECIDED the minutes were a true record of the meeting and they were approved.

**16/25 Matters Arising**

An update on progress towards the actions agreed at the last meeting was received in advance of the meeting. The Committee reviewed the update and the following matters arising were discussed:

17/24e: The Annual Procurement Report would be circulated once completed, which MC said he would do within a week.

32b/24: It was noted that updated detailed benchmarking data had been recently published. MC said he would filter the data by General FE and Greater London. The Chair said that, in light of the extensive data, MC should prioritise the Annual Procurement Report and the Financial Regulations. Separately, the

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Further Education Commissioner had also revised their financial benchmarks. These would be reported on from the next Board meeting.

5/25c: The Financial Regulations would be updated ready for approval at the July Corporation meeting.

Governors asked about persistent delays with reports and why this had not improved. MC explained that there had been staffing issues. Governors suggested addressing the root causes of the issues and reviewing the process to improve efficiency and reduce manual intervention. It was agreed to add a standing agenda item about progress on reporting and to arrange an additional Committee meeting in September to include an update on the budget and improvements to processes.

**Action:** KF

## 17/25 Human Resources

### a) **Framework for Setting Pay and Conditions for Staff**

The 'Draft Framework for Setting the Pay and Conditions for Staff' (Paper 5a) was received in advance of the meeting.

Governors queried the salary band for manual workers. LW said there is no salary scale for manual workers who are all placed on a spot salary with the supervisor receiving a higher spot salary. Governors asked about the support staff pay ranges. LO explained the scale structure. It was noted that there were a high proportion of long serving teachers who were at the upper end of the pay scale.

Governors asked whether the College's salaries were competitive. LO said they were proportionate to local colleges, with generous leave and working hours. The CEO said some new staff were starting at higher salaries due to market demands.

Governors asked whether the Outstanding Ofsted grade had improved recruitment. LO confirmed that it had, and recent appointments had filled previously hard-to-fill roles.

Governors discussed the use of agency staff and the premium this incurred. The CEO said steps were being taken to reduce the use of agency staff and to negotiate fees.

IT WAS DECIDED to recommend the Framework for Setting the Pay and Conditions of Staff to the Corporation for approval.

### b) **Anti-Bullying and Harassment Policy**

The 'Anti-Bullying and Harassment Policy' (Paper 5b) was received in advance of the meeting. Amendments had been made following comments from the last meeting, particularly regarding allegations involving students and staff.

Further minor amendments were suggested.

Governors said that while the safeguarding policy protected students and vulnerable adults, there was no clear policy protecting non-vulnerable adult students. It was agreed MG would consider how to make the protection that was in place more explicit in the policies.

**Action:** MG

IT WAS DECIDED to approve the Anti-Bullying and Harassment Policy.

### c) **Sexual Harassment Policy**

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The 'Sexual Harassment Policy' (Paper 5c) was received in advance of the meeting. IT WAS DECIDED to approve the Sexual Harassment Policy.

*LO left the meeting at 4.30pm.*

## 18/25 Finance

### a) Latest Management Accounts

'Draft Management Accounts April 25' (Paper 5a) was received in advance of the meeting.

AV summarised the accounts, noting that they had been prepared bottom up. He explained that the finance team was now fully staffed and expected more routine production of management accounts.

There was a £30k forecast surplus for the year, compared to £20k forecast in March. Drivers included £200k extra income, a reduction in pay costs of £40k and an increase in non-pay costs of £200k. Income increases included 16-19 funding (£45k), additional ESOL funding (£27k) and additional rental income and service charges. The increase in non-pay costs was largely due to additional spend on estates and catering. It was noted that there had been improved control of pay spending in recent months.

MC reported that there was no major movement with KPIs. Staff costs were in excess of 65% of income after adjustments, which was above the FEC benchmark.

The Chair noted that a correction was needed to one of the Barclays covenants.

Governors asked about staffing ratios and areas where greater efficiency might be achieved. ESOL was mentioned as an area with potential.

### b) Budget and Financial Forecast

A 'Draft Revenue Budget for 2025-26 and financial forecast for 2026-27' (Paper 6b) were received in advance of the meeting.

There was a forecast of £200k surplus in both years after a £200k contingency. Income in 2025-26 is budgeted to increase by £1.5m, including a £263k 'Post-16 National Insurance contributions grant' and additional funding of around £200k for growth in student numbers. The Department for Education (DfE) Financial Health Grade for 2025-26 in projected to be 'Good'.

Governors noted that there was uncertainty regarding achieving the budgeted revenue for 2025-26 and suggested this could be reviewed at the meeting now planned for September.

Governors noted segmented reporting would have been helpful and raised concerns about apprenticeships, which remained unprofitable, and Higher Education (HE). These areas would form part of future strategy discussions.

Governors asked about the budgeted spend on agency staff and whether there would be risk of overspend. MC said additional controls were in place which included the timely production of management accounts, budget refresher training with a focus on the recruitment of staff, revised procedural documents and changes to the delegation for signing time sheets.

Governors asked why the budgeted pay expenditure for 2025-26 as a percentage of income in 2025-26 was unchanged from 2024-25 after adjusting for the one-off

special payment in December and why the percentage increase in spend on teaching/teaching support staff and business admin support wasn't in line with the predicted 3% pay increase. MC said a reduction in agency staff impacted the spend on teaching pay. In terms of the additional spend on business admin support, MC said that the staffing budget had been built from the bottom up following detailed curriculum planning and review of the established staffing requirements by Directors and at HREG. MC said he would need to investigate the detail further to explain the movement of business admin support pay.. Governors asked for further details to be available for the Corporation meeting.

**Action: MC**

AV confirmed that a 3% inflation increase was built into non pay spend. IT costs were above inflation, largely due to additional spend on cyber security and licenses.

Governors asked about the figure for partner payments which stood out. MC said it related to planned growth of subcontracted provision with Brentford FC Community Sports Trust.

Governors said the overall picture looked healthy.

IT WAS DECIDED to recommend the budget for 2025-26 and the financial forecast for 2026-27 to the Corporation for approval. The financial position would be reviewed in September 2025.

**c) Subcontracting Provision Policy and Arrangements for 2025-26**

The 'Subcontracting Policy and Arrangements for 2025-26' (Paper 6c) were received in advance of the meeting.

MC explained that the College proposed to grow its partnership with Brentford FC Community Sports Trust (BFCCST).

Governors queried the £300k budget for partner payments. MC said this related to growth under a formal subcontracting agreement with BFCCST. While the College would lose some percentage margin, the arrangement remained beneficial from a financial perspective as well as the undoubted wider partnership benefits.

The Committee discussed the level of retained funding, noting that the DfE expectation that this should only exceed 20% in exceptional circumstances did not include funding retained by the College to cover the costs of their share of the delivery. MC confirmed the partner would receive pro-rata funding based on delivery hours.

Governors asked whether the DfE subcontracting requirements had all been met. MC explained that a full competitive procurement was not required in this case, financial due diligence and other pre-award activities and checks would be completed. Governors asked if an external audit would be required. MC confirmed that as the funding value associated with the new subcontracting agreement would exceed £100k, the College would require an external assurance review of subcontracting controls after the year end. MC said the provision would be in scope for inspection by Ofsted as well.

Governors said the Subcontracting document on the website needed to be updated.

**Action: MC**

IT WAS DECIDED to recommend approval of the Subcontracting Policy and approval for the College in 2025-26 to subcontract to Brentford FC Community Sports Trust the co-delivery of qualifications and enrichment, employment and

pastoral activities on its Level 2 and Level 3 BTEC Diploma in Sport programmes with an approximate subcontract value of £300,000.

*AV left the meeting at 5.05pm.*

d) **Financial Contract Approval**

A paper 'Financial Contracts' (Paper 6d) was received in advance of the meeting. The Committee reviewed the following contracts.

- Insurance: IT WAS DECIDED to approve continued engagement of Hettle Andrews as insurance brokers. IT WAS DECIDED to authorise an annual premium of up to £165k or a three-year premium of up to £500k. However, the contract would be brought back to Corporation for sign off due to the amount involved.
- Internal Audit Services: It was noted that the tender process for the internal audit services was underway. It was noted by the Head of Governance that, per its Terms of Reference, the Audit Committee is responsible for engaging the auditors.
- Water Supplies and Services: IT WAS DECIDED to authorise spend of up to £130k.
- Job Coaching for DFN Project Search (Kaleidoscope Social Enterprises Ltd): It was noted that requirements were being scoped based on the next curriculum plan. The contract would not be tendered due to a lack of alternatives. IT WAS DECIDED to authorise up to £180k. Governors said it would be important to document the rationale and to confirm there were no conflicts of interest.
- Forklift Truck Hire: IT WAS DECIDED to approve spend of up to £70k.
- Heating improvements: The Committee discussed the proposal to spend £1.3m on heating improvements with Envira-Mec Services Ltd. Governors noted that Envira-Med appeared to have limited resources. Governors asked how the College would be protecting itself from credit risk and suggested that a surety bond or similar arrangement might be useful. It was agreed that this would be reviewed by LS before making a recommendation to the Corporation.

**Action: LS**

IT WAS DECIDED to amend the Financial Regulations so that multi-year contracts only require approval by the Committee or by the Corporation if they meet the agreed values.

**Action: MC**

e) **Annual Procurement Report**

As previously noted, the Annual Procurement Report would be circulated to committee members.

f) **Financial Regulations**

As previously noted, the Financial Regulations would be circulated to the Corporation for approval.

19/25 **Health and Safety Policy**

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The 'Draft Health and Safety Policy' (Paper 7a) was received in advance of the meeting. IT WAS DECIDED to recommend the policy to the Corporation for approval.

## 20/25 **Committee Matters**

### a) **Terms of Reference**

The 'FRCP Committee Terms of Reference 2025 draft' (Paper 8a) was received in advance of the meeting. It was noted there had been an immaterial change regarding reporting to the Corporation.

Governors asked whether the committee was adequately addressing 6.1.3: monitoring the sustainability strategy as it related to staffing, property and land. The focus was on energy usage and waste management. SM reported that he had carried out a Sustainability Link Governor role visit recently. He felt the facilities management side of sustainability sat with the Committee but there was potentially a gap in terms of oversight of the curriculum elements. Reporting of sustainability would be considered during the revision of the data dashboard.

IT WAS DECIDED to recommend the Terms of Reference to the Corporation for approval.

## 21/25 **Estates**

### a) **Skills and Logistics Centre Lease**

It was noted that there had been no progress on the Skills and Logistics Centre Lease since it was last discussed by the Governance, Search and Strategy Committee.

Governors suggested updating Risk 16 in the risk register as the situation develops.

**Action:** MC

### b) **Planned Maintenance Programme**

A 'Planned Maintenance Programme' (Paper 11b) was received in advance of the meeting. LS summarised report and recommended a review of the Estates budget to ensure it was sufficient.

Governors asked for a more detailed report on the planned maintenance that linked to the recent condition survey and the 2025-26 budget. It was also noted it would be helpful to review the inspection schedule for key items.

**Action:** LS

### c) **Capex report.**

The 'Capital Expenditure Report' (Paper 11c) was received in advance of the meeting and was noted.

### d) **Report from Sustainability Link Governor**

SM provided a verbal report from his Sustainability Link Governor visit:

- Electricity usage was down 10% and cost was down by 15% due to the impact of solar panels.
- All company vehicles were now electric. Further consideration could be given to the cost of using sustainable vehicle hire.
- The carbon target was already being met.
- New waste management requirements had been introduced on 31 March 2025 which the College was meeting.

- Double sided printing had helped to bring paper use down by 31%.
- PCs were now being shut down overnight.

## 22/25 Risk Management

The 'Risk Register June 2025 FRCPC Extract' (Paper 9) was received in advance of the meeting.

Governors reviewed the risk register and suggested increasing the pre- and post-mitigation likelihood scores for Facility Integrity to 4 and 3.

**Action:** MC

## 22/25 Data Dashboard

The Data Dashboard was available to governors in advance of the meeting. There were no further comments or questions.

## 23/25 Effectiveness of the Committee

On the whole committee members said they thought the Committee worked well. There would be a review of how policy approvals were handled to free up more time for strategic discussions, although it was noted this was probably more relevant for the Corporation.

## 24/25 Key Points to Bring to the Attention of the Corporation

- 2024-25 Forecast and 2025-26 Budget;
- Subcontracting arrangement with Brentford FC Community Sports Trust in 2025-26;
- £1.3m heating improvements contract with Envira-Mec Services Ltd;
- Leases with Ambitious about Autism for Ambitious College and The Rise School Sixth Form
- Status of Skills and Logistics Centre lease, and
- Report from Sustainability Link Governor.

## 25/25 Date of the Next Meeting

The date of the next meeting of the committee will be scheduled for September 2025.

## Summary of Actions

No.	Action	Lead	Target Date
17/24e	Circulate the Annual Procurement Report to committee members by 31 July 2024.	MC	Initial: Aug 24 Revised: July 25

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30/24	Add information to the Data Dashboard about the ratio of temporary staff compared to permanent staff, split into staff and management.	MC	July 25
32b/24	Circulate the benchmarking data to committee members.	MC	Mar 25 Revised: July 25
5/25a (4)	Add in actual year to date figures in future segment reports.	MC	Jun 25
5/25c	Update the Financial Regulations ready for approval at the March Corporation meeting.	MC	Mar 25
8/25 (1)	Update the sickness absence chart on the Data Dashboard to enable governors to compare like for like data.	MC	Jun 25
16/25	Add a standing item to future agendas about progress on reporting and arrange an additional Committee meeting in September to include an update on the budget and improvements to processes.	KF	Sept 25
17/25	Review existing policies to ensure that protections against bullying and harassment for non-vulnerable adult students are explicit.	MG	Nov 25
18/25b	Provide more details about the reasons for the proposed increases in spend on teaching pay and business admin support.	MC	July 25
18/25c	Update the Subcontracting document on the website.	MC	July 25
18/25d	Update the Financial Regulations so that multi-year contracts only require approval by the Committee or by the Corporation if they meet the agreed values.	MC	July 25
18/25d	Review how the College can protect itself from risk if it proceeds with the contract with Envira Mec Services Ltd.	LS	July 25
21/25a	Update Risk 16 in the risk register as the situation develops.	MC	July 25
21/25b	Provide a more detailed report on planned maintenance that links to the recent condition survey and the 2025-26 budget.	LS	Nov 25
22/25	Increase the pre- and post-mitigation likelihood scores for the Facility Integrity risk to 4 and 3.	MC	July 25

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