



**PUBLIC MINUTES OF THE  
BUSINESS AND RESOURCES COMMITTEE  
6 FEBRUARY 2018  
BOARDROOM, CHELTENHAM CAMPUS**

**Present:** Ms A Williams (Chair)  
Mr M Burgess (Principal)  
Ms P Burton  
Mr P Head  
Ms H Ridler  
Mr K Rog  
Ms P Schreuder

**In Attendance:** Mr A Bates (Chief Financial Officer)  
Mr J Billingham (Director of Estates)  
Ms C Rosser-Mayo (Director of HR)  
Ms S Steed (Vice Principal, Students)  
Ms J Tegg (Director of Employer Training)  
Ms A Townsend (Head of Marketing)  
Mr W Abbott (potential Co-opted Member)  
Ms J Cosson (Clerk to the Board of Governors)

**Apologies:** Mr J Brinley (Informal Member)  
Mr D Cooper (Co-opted)

**Attendance:** 87.5% (appointed members)

|                      |   | <b>ACTION</b> |
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| <b>PRELIMINARIES</b> |   |               |
| <b>1/18</b>          | <b>Opportunity for Private Business</b>   |               |
|                      | None.   |               |
| <b>2/18</b>          | <b>Apologies</b>  |               |
|                      | Were noted as above.  |               |
| <b>3/18</b>          | <b>Declarations of Interest</b>   |               |
|                      | AW declared her interest as a partner of Bruton Knowles who have been engaged by the College in relation to the proposed letting of the Launchpad site. |               |



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|                     | <p>PS declared her interest as a partner of Ash &amp; Co who have been engaged by the College in relation to the marketing of other parts of the College's estate.</p> <p>No further declarations were made other than those standing declarations currently recorded on the Register of Interests.</p>  |                        |
| <b>4/18</b>         | <b>Confidentiality of Items</b>  |                        |
|                     | As marked, on the basis of commercial sensitivity, for a two year period (Item 15/18 RFD for a five year period).  |                        |
| <b>5/18</b>         | <b>Minutes of the Meeting of 28 November 2017</b>  |                        |
|                     | The minutes of the meeting were approved as a true record and signed by the Chair.   |                        |
| <b>6/18</b>         | <b>Matters Arising from the Minutes and Actions Matrix</b>   |                        |
|                     | Members were provided with an actions matrix and noted the status update of each item.   |                        |
| <b>KEY BUSINESS</b> |  |                        |
| <b>7/18</b>         | <b>Recruitment Update including Employer Growth Strategy – confidential</b>  |                        |
|                     | <p>AT attended to introduce herself and provide her initial impressions of the College's marketing activity. JT attended as the new Head of Employer Training.</p> <p>AB presented a recruitment update showing performance against the agreed 3-year plan and highlighting any material issues and opportunities.</p> <p>Members provided positive feedback on the joined-up approach of the Employer Growth Strategy and felt that it was bold and well thought through.</p> <p><b>RESOLVED:</b> The Recruitment Update was noted and the Employer Growth Strategy endorsed.</p> <p><b>ACTION:</b> BRC will receive a marketing presentation from AT at the next meeting.</p> <p>AB to circulate Appendix A of Employer Growth Strategy to</p> | <p>JC/AT</p> <p>AB</p> |



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|       | <p>members.</p> <p>JC to invite governors and co-opted members to open evenings.</p> <p><i>JT and AT left the meeting at 6.05pm.</i></p>  | JC                                |
| 8/18  | <b>Funding Update and Indicative Allocation - confidential</b>  |                                   |
|       | AB provided an early indication of next year's funding allocation and the impact it has on the College's financial plan.  |                                   |
| 9/18  | <b>Review of Financial Regulations</b>  |                                   |
|       | <p>JC explained that the Financial Regulations had last been reviewed in 2015 and were due for review every three years. The Regulations had been amended incrementally over the past several years but some sections were now out of kilter with practice. JC had therefore recommended a comprehensive review and annual review thereafter.</p> <p>The review had necessitated a review of several other systems within the College and this was ongoing with some recommended actions set out in the paper. A draft had been prepared for this meeting and the final version would be presented to the next meeting. Members' comments were invited.</p> <p>Members noted that it appeared to be a very thorough review and recommended that the College's Internal Auditors, ICCA, are asked to confirm their approval of the document before it is presented for final approval.</p> <p><b>ACTION: JC/JH to ensure ICCA have approved the Financial Regulations before the next BRC meeting.</b></p> <p><b>Members to review and feedback comments on the Financial Regulations to JC.</b></p> <p><b>Financial Regulations to be added to next meeting agenda.</b></p> | <p>JC/JH</p> <p>ALL</p> <p>JC</p> |
| 10/18 | <b>Update on Forthcoming Tenders</b>  |                                   |
|       | AB provided an update on the tenders (over the £30k threshold for tendering) due within the next 12 month period: Internal Audit, Insurance and Legal. Members of the Audit Committee will be involved in the tender for Internal Audit Services. A more detailed update will be reported to BRC in May 2018.   |                                   |



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|       | <b>RESOLVED: The update was noted.</b>  |  |
| 11/18 | <b>HR People and Culture Strategy Final Year Update 2016/17 and Term 1 HR Repositioning – confidential</b>  |  |
|       | <p>CRM introduced a report providing an overview of progress during the academic year 2016/17 in delivering the ambitions outlined in the People and Culture Strategy 2014/17.</p> <p><b>RESOLVED: BRC noted the Human Resources Annual Report for 2016-17.</b></p> <p>CRM went on to present a report outlining the transition between the People and Culture Strategy 2014-17 and the College's new Strategic Plan, including the repositioning and foundation work that has been carried out during the first term of this academic year.</p> <p>CRM will present the HR People and Culture Strategy 2018-2021 at next meeting. CRM will report termly thereafter at each BRC.</p> <p><b>RESOLVED: BRC noted the Term 1 HR Repositioning Report.</b></p> |  |
| 12/18 | <b>Review of KPIs and Operating Plan – confidential</b>   |  |
|       | <p>Members reviewed the updated KPIs and Operating Plan since the last meeting.</p> <p><b>RESOLVED: The KPIs and OP were noted.</b></p>   |  |
| 13/18 | <b>Annual Report on Disaster Recovery Plan</b>  |  |
|       | <p>JB presented a recent internal audit report on Incident Management and Business Continuity by ICCA in October 2017.</p> <p>The report offered substantial assurance overall with two medium priority recommendations relating to Planning Awareness and Training and Best Practice.</p> <p>In relation to training, JB reported that all managers and key Estates staff had received terrorism/lock-down training this academic year. A Business Recovery scenario training exercise is scheduled for February.</p> <p>In terms of best practice, the Safety and Lock-down Policy is under review in line with NaCTSO and this is scheduled for March.</p>   |  |



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|              | <p>Awareness training is continually reviewed as the College must consider the fine balance between the need to communicate safety guidance and instilling fear in students, particularly vulnerable students. The message needs to be carefully thought through. The College has adopted and communicated the Run, Hide, Tell guidance from NaCTSO as set out in the video which governors were informed is available on YouTube.</p> <p><b>RESOLVED: Members supported the need to be vigilant in this area and endorsed the College's work to date. This will be monitored through the Audit Committee follow up of the Report. The Report was noted.</b></p>  |           |
| <b>14/18</b> | <b>Annual Sustainability Report</b>   |           |
|              | <p>JB presented the College's Environmental Strategy 2017.</p> <p>JB reported that the College is running behind on its DEC targets at present but will catch up once the new RFD campus is completed.</p> <p>In terms of energy use, the College is trying to implement effective energy saving measures but, because energy costs have increased, energy costs have plateaued.</p> <p>A member suggested that the College's terrier plan of all of its properties (as required by the Financial Regulations) could be a useful tool to track data and to extract information on the financial return of the sustainability measures being undertaken.</p> <p><b>RESOLVED: The Sustainability Strategy was noted.</b></p> <p><b>ACTION: JB to report benchmarking property data to next BRC meeting.</b></p> | <b>JB</b> |
| <b>15/18</b> | <b>Estates Update including RFD – confidential</b>  |           |
|              | <p>MB reported that construction of the new RFD campus continues to progress well. Steel erection is now complete and concrete pouring in hand. Unfortunately, the snow before Christmas prevented the completion of the concrete pour prior to Christmas and may impact upon the programme. Despite this setback and thanks to the proactive stance taken by Barnwood to date, the project remains on time and on budget.</p> <p><b>RESOLVED: Members were encouraged by progress. The RFD Update, including the remaining risks, was noted.</b></p>   |           |



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| <b>ROUTINE BUSINESS</b> |   |           |
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| <b>16/18</b>            | <b>Management Accounts including progress with Current Financial Plan and Updated Financial Forecast – confidential</b>   |           |
|                         | <p>AB introduced the Management Accounts to December.</p> <p>The College has not yet received a formal letter from the ESFA confirming its financial health grading. It is expected to be satisfactory following last year, but it is hoped it will be outstanding next year.</p> <p><b>RESOLVED: The Management Accounts were noted.</b></p>   |           |
|                         |   |           |
| <b>17/18</b>            | <b>Subcontracting Update including Report on Subcontracting Partnering – confidential</b>   |           |
|                         | <p>AB provided an update on the College's subcontracting position.</p> <p>Historically, the College has subcontracted a proportion of its Adult Education and Apprenticeship funding to partners. The level of subcontracting has reduced significantly over the last few years because of decreasing levels of funding. The College secured a two year £1m ESF Entrepreneurship Skills Support contract in 2016-17, which it will deliver in partnership with a number of training providers.</p> <p>Changes to the funding rules in recent years have added complexity to how the College engages with new and existing subcontracting partners, particularly with its wholly owned subsidiary company, Betaris Training Ltd, which has been the College's main subcontractor to date.</p> <p><b>RESOLVED: The Subcontracting Update was noted.</b></p> <p><b>ACTION: AB to update at the next BRC meeting.</b></p> | <b>AB</b> |
|                         |   |           |
| <b>18/18</b>            | <b>Subsidiary Update* – confidential</b>  |           |
|                         | <ul style="list-style-type: none"> <li>• <b>Minutes of Betaris – 28/11/17, 14/12/17 and 31/1/18</b></li> <li>• <b>Minutes of NCD – 28/11/17, 14/12/17 and 31/1/18</b></li> <li>• <b>Minutes of GFM – 28/11/17, 14/12/17 and 31/1/18</b></li> </ul>  |           |
|                         | <p>AB provided a verbal update of the above meetings. Minutes were included in the papers.</p> <p><b>RESOLVED: The subsidiary update and minutes were noted.</b></p>  |           |
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gloucestershire college

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| 19/18        | <b>Health and Safety Report – confidential</b>  |  |
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|              | Members reviewed the monthly reports for October, November and December 2017.<br><br><b>RESOLVED: The Health and Safety Report was noted.</b> |  |
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| 20/18        | <b>Key Items for Board</b>  |  |
|              |   |  |
|              | The Key Items Report was completed noting the risks to be highlighted/added to the Risk Register.   |  |
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| <b>OTHER</b> |   |  |
|              |   |  |
| 21/18        | <b>Any Other Business</b>   |  |
|              |   |  |
|              | None.   |  |
|              |   |  |
| 22/18        | <b>Date and time of Next Meeting: 22 May 2018, 5.00pm, Cheltenham</b>   |  |
|              |   |  |

Signed... *A. J. Will.*

Date... *22.9.18*...

