



**PUBLIC MINUTES OF THE
BUSINESS AND RESOURCES COMMITTEE
22 MAY 2018
BOARDROOM, CHELTENHAM CAMPUS**

Present: Ms A Williams (Chair)
Mr M Burgess (Principal)
Ms P Burton
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)
Mr Robert Smith (Bruton Knowles) (Tabled item only – Launchpad rental)
Ms A Townsend (Head of Marketing)
Ms J Cosson (Clerk to the Board of Governors)

Apologies: Mr J Brinley (Informal Member)
Mr W Abbott (Co-opted Member)
Ms H Ridler
Ms J Tegg (Director of Employer Training)

Attendance: 71.4%

		ACTION
PRELIMINARIES		
23/18	Marketing Presentation (C)	
	AT gave a presentation setting out her observations since joining the College, the strengths and areas for improvement within the marketing function, the planning and processes proposed to develop the function and initial thoughts on the team’s objectives for 2018/19. AT showed a short promotional video of the College.	
24/18	Opportunity for Private Business	
	None.	
25/18	Apologies	
	Were noted as above.	
26/18	Declarations of Interest	
	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	



	<p>Launchpad site. AW would leave the room and not vote on the Launchpad item.</p> <p>PS declared her interest as a partner of Ash & 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>	
27/18	Confidentiality of Items (C)	
	<p>As marked, on the basis of commercial sensitivity, for a two year period (Item 38/18 RFD for a five year period).</p>	
28/18	Minutes of the Meeting of 6 February 2018	
	<p>The minutes of the meeting were approved as a true record and signed by the Chair.</p>	
29/18	Matters Arising from the Minutes and Actions Matrix	
	<p>Members were provided with an actions matrix and noted the status update of each item.</p>	
KEY BUSINESS		
Strategic Items – Tabled:		
	Rental of Launchpad (C)	
	The College Brasserie (C)	
30/18	Recruitment and Growth Plans Update – Focus on Adults and HE (C)	
	<p>AB presented a paper showing the performance against the agreed three-year plan and highlighting any material issues and opportunities.</p> <p>RESOLVED: The Recruitment and Growth Plans Update was noted.</p>	
31/18	Management Accounts and Progress with Current Financial Plan (C)	
	<p>AB introduced the Management Accounts to March 2018. There had been no major changes since the last meeting.</p> <p>RESOLVED: The Management Accounts were noted.</p>	



32/18	Final Funding Update and Confirmation of Allocation (C)	
	<p>AB updated the Committee on the actual and indicative funding allocations, and the impact they are expected to have on the College's 3-Year Financial Plan. The numbers were included in the plan.</p> <p>RESOLVED: The Committee noted the update from the previous report.</p>	
33/18	Approval of 3-Year Financial Plan and Budget 2018/19 (C)	
	<p>Members reviewed the College's three-year financial forecast including:</p> <ul style="list-style-type: none">• Updating of College financial position• Progress against the financial strategy• Latest forecast for 2017/18 and financial forecast 2018-2020• Self-assessment of the College's financial health grade <p>The ESFA undertake regular self-assessments of the financial health of Colleges. The latest assessment of the College's financial health is 'Outstanding' and remaining at this throughout the three-year plan.</p> <p>RESOLVED: The 3-Year Financial Plan was approved for recommendation to the Board and submission to the ESFA.</p> <p>The Budget for 2018/19 was approved for recommendation to the Board.</p> <p>BRC confirmed the self-assessment of the College's financial health grade as Outstanding, for recommendation to the Board.</p>	
34/18	Review of Final Draft Financial Regulations	
	<p>The Financial Regulations had been updated and presented to BRC in February 2018, with a number of planned actions, the status of which was set out in the paper. The revised document was included in the papers.</p> <p>JC informed the Committee that the question of Board approval of short-term lettings has arisen in connection with the College's current Estates Strategy and the recent review of the College's Financial Regulations.</p> <p>Legally, any 'disposal' of land or buildings requires full Board approval. This includes routine, short-term lettings. This responsibility cannot be delegated. However, seeking full Board approval to routine, short-term lettings in advance is not always commercially or operationally practical. It is proposed therefore that the Board agrees a set of pre-</p>	



	<p>approved parameters for routine, short-term lettings that do not materially alter the College's position. Agreeing pre-approved parameters will enable the Executive to negotiate short-term lettings and progress the College's Estates Strategy in a timely manner in between Board meetings. Lettings within the pre-approved parameters will not need to be presented to the Board for approval in advance but will be notified to the Board and ratified at the next available Board meeting. Disposals that pose a material risk or alter the College's position will continue to require full Board approval in advance.</p> <p>The Financial Regulations will need to be further amended to provide for disposals to be permitted within the pre-approved parameters.</p> <p>It was agreed that the Clerk should consult with professional advisors and governors with relevant expertise and present a proposal for terms on which the Board may pre-approve short-term lettings within certain parameters to the next Board meeting.</p> <p>RESOLVED: BRC approved the changes to the College's Financial Regulations subject to the addition of parameters for Board pre-approval of short lettings.</p> <p>ACTION: JC to speak to PS and others regarding the proposed parameters for Board pre-approval of short lettings.</p>	<p>JC/PS</p>
<p>35/18</p>	<p>Review of College Charity (C)</p>	
<p>36/18</p>	<p>Update on Internal Audit and Insurance Tenders (C)</p>	
	<p>AB provided an update on the forthcoming Internal Audit and Insurance tenders.</p> <p>Internal Audit Services – Contract Expiry 31/07/18</p> <p>Insurance Brokerage – Contract Expiry 31/07/18</p> <p>RESOLVED: Members noted the update.</p>	
<p>37/18</p>	<p>Review of KPIs and Operating Plan (C)</p>	
	<p>Members reviewed the updated KPIs and Operating Plan, which had largely been covered above.</p> <p>RESOLVED: The KPIs and OP were noted.</p>	
<p>38/18</p>	<p>Estates Update including: (C)</p> <ul style="list-style-type: none"> • RFD Update <ul style="list-style-type: none"> ○ Minutes of EWG – 7 March 2018 ○ Minutes of EWG – 2 May 2018 • Benchmarking Property Data 	



	<p>Members reviewed the minutes of the EWG meetings.</p> <p>JB presented an Estates Property Analysis (Terrier) showing the data currently available as a starting point for benchmarking the College's property data.</p> <p>RESOLVED: The Estates Update, including the remaining risks in the RFD project, was noted.</p>	
39/18	HR Update: (C)	
	<p>Term 2 Progress Report</p> <p>CRM introduced a report outlining the progress made by the HR team during term 2 (January to April 2018) of this academic year. The purpose of the paper was to provide a termly update to BRC during the repositioning year of the HR team. CRM will continue to provide termly updates to support the ambitions set out in the People and Culture Strategy 2018-21 with the aim of describing the cultural journey.</p> <p>People & Culture Strategy 2018-2021</p> <p>CRM presented the People and Culture Strategy 2018-21. The overarching aim of the strategy is to enable the College to achieve long-term business goals and outcomes through a planned strategic framework through the 4 key strategic goals. Members found the strategy clear and thought it flowed well.</p> <p>Review of Pay Scales including National Living Wage and Gender Pay Gap Report</p> <p>The paper outlined the proposed increases to the National Living Wage (NLW) forecast to 2020 in order to provide context, within the setting of GC, GPS and GFM, of how the increases will affect current employees, financial planning and pay scales.</p> <p>CRM presented the College's Gender Pay Gap Report, which had been submitted in line with the government requirements and published on the College's website by 30 March 2018. The calculations outlined in the report did not include subsidiary companies with less than 250 staff.</p> <p>RESOLVED: BRC noted and approved the People & Culture Strategy 2018-2021 and approved the review of Pay Scales and Gender Pay Gap Report.</p> <p>ACTION: CRM to report on the results of the staff survey at next meeting.</p>	<p>CRM</p>



ROUTINE BUSINESS	
40/18	ESFA Financial Benchmarking Report
	<p>AB provided the ESFA Financial Benchmarking Report 2016/17, which is used for measuring the College's performance against other colleges.</p> <p>Each year the ESFA publishes information from every College's accounts. The latest published data is for 2016/17. The tables provided a high-level summary comparing the College's 2016/17 accounts to the ESFA averages. The full data was shown in an appendix.</p> <p>Members were reminded that the benchmarking tool averages performance and is reliant on accurate reporting from each college. They noted that the College has a high level of other income due to having in-house catering and rents from its Investment Properties. In addition, that pay is high (members were reminded that £4m of pay costs had been taken out since the 16/17 figures) but the College has a high level of ALS delivery. Members found the report useful in parts, particularly the estates data.</p> <p>RESOLVED: The ESFA Financial Benchmarking Report was noted.</p>
41/18	Subsidiary Update*: (C) <ul style="list-style-type: none">• Betaris – 16 May 2018• GFM – 16 May 2018• GPS – 16 May 2018• NCD – 16 May 2018
	<p>AB provided a verbal update of the above meetings. Minutes had been made available on SharePoint.</p> <p>RESOLVED: The subsidiary update and minutes were noted.</p>
42/18	Subcontracting Update including Betaris Status (C)
	<p>AB provided an update on the College's subcontracting position.</p> <p>RESOLVED: The Subcontracting Update was noted.</p>
43/18	Health and Safety Report (C)
	<p>Members reviewed the monthly reports to April 2018.</p> <p>RESOLVED: The Health and Safety Report was noted.</p>
44/18	Review of Policies*: (C)



	<ul style="list-style-type: none"> a) Admissions b) Data Protection and Information Security c) HE Student Protection Policy d) Communications and Acceptable Use e) Student Acceptable Use f) Student Funds g) Health & Safety Policy h) Access to Information (Freedom of Information Policy and Publication Scheme) i) Freedom of Speech j) Reserves Policy k) Social Media (to be deferred until September 2018) 	
	<p>Members reviewed the above policies. It was noted that the Data Protection and Information Security Policy was a new policy arising out the new GDPR along with several other accompanying policies.</p> <p>RESOLVED: The Policies were approved.</p>	
45/18	<p>Committee Matters:</p> <ul style="list-style-type: none"> • Self-Assessment • Review of Terms of Reference and Agenda Cycle • Appointment of Chair and Vice-Chair 	
	<p>This item was deferred until the next meeting by which time GRS will have considered the membership of the Committee further.</p> <p><i>Post meeting note:</i> The Board subsequently approved the Terms of Reference and Agenda Cycle for 2018/19 at its June meeting, based on the current membership.</p>	
46/18	<p>Key Items for Board</p>	
	<p>The Key Items Report was completed noting the risks to be highlighted/added to the Risk Register.</p>	
OTHER		
47/18	<p>Any Other Business</p>	
	<p>None.</p>	
48/18	<p>Date and time of Next Meeting: 27 September 2018 at 5.00pm, Cheltenham</p>	

Signed... *A. U. Will*

Date... 27.9.18

