**Minutes of the Resources Committee**

**Monday 24 February 2020**

**Tower Board Room Bedford**

**3.30pm**

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| Present: | Sol Miah (Chair)  Greg Guilford  Helen Day  Ian Pryce CBE, Principal & Chief Executive  Vinod Tailor  Cliff Wragg |
| In attendance | Caroline Biddle Executive Director of HR |
|  | Diane Gamble, Director of Estates & Facilities |
|  | Pat Jones, Executive Director of Finance |
|  | Allan Schofield (Chair of the Corporation) as an observer |
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|  | Rachel Nicol, Director of Governance & Clerk to the Corporation |

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|  |  | **Action** |
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| **R/1/20** | **Apologies for absence**  Apologies were received from Alasdair Simmons and Andrew Smith |  |
| **R/2/20** | **Declarations of interest**  There were no declarations of interest relevant to the items on the agenda. |  |
| **R/3/20** | **Matters arising**  There were no matters arising not covered elsewhere on the agenda. |  |
| **R/4/20** | **Estates Review**  The report was presented by the Director of Estates and Facilities and highlights given as follows;   * Update on projects, in particular the Zoological Centre and Wellingborough. * College House works and delay on lime mortar work due to temperature requirements. * The Committee was notified of an accident and related RIDDOR report at the Wellingborough site. Assurance was given that the required reports have been made to the HSE. The Committee was informed that the College’s Health and Safety Manager and Insurer are carrying out independent investigations. Further assurance was given that the College’s contractors also have their own insurance. * Leases; renewals and terminations and progress on dilapidation claims were discussed.   The Committee further discussed;   * Assurances on likelihood of animal escapes from the Zoological Centre, likely impact and mitigation such as fencing and zoological standard security systems to Zoological standards were outlined. * Potential for claims in respect of remedial works required at Shuttleworth. * The request made by the Committee Chair for a report from the Health & Safety Manager on cladding. The Director of Estates and Facilities is preparing a summary of the different building constructions across all campuses. The construction of the residential accommodation was confirmed as brick. * Impact of projects and timings of building openings on student numbers. * The Chair of the Corporation had attended the Estates Advisory Group and had visited the Wellingborough campus. The Group were noted for their strong contribution and support to the operational team and their links. The current structure will be maintained with further links explored as appropriate. * The process around condition surveys when leases are taken on, dilapidation provisions and negotiation were discussed.   *Vinod Tailor joined the meeting*  *The Director of Estates and Facilities left the meeting*  **The report was noted.** |  |
| **R/5/20** | **Indicative MTFS**  The Executive Director of Finance outlined the approach being taken and assumptions made in the preparation of the MTFS in terms of;   * Marketing information and growth projections * Movement of pay percentages in relation to income. * Modelling approach and funding settlements due at the end of February. * Discussion on how resources will be allocated. * Outstanding debts and plans for repayment * Plans to maintain the outstanding financial health status. * Income from T level placements and challenges to delivery of placements. * Teachers’ pension grant and likelihood of continuation. * Planned surplus for 2021 and relationship to income. * Active reviews of productivity and efficiency gains.   The Committee discussed;   * Removal of the vacancy factor, likely impact on workload of staff, the relationship with technological advances and how the position is managed. The potential impact on employee relations was outlined by the Executive Director of HR. Assurance was given that appropriate processes are followed in respect of any restructures. * The future of apprenticeships; impact of the levy and likely political changes. * Potential funding initiatives from the government and likely impact on the sector. * Future modelling, the impact on payroll percentage, benchmarking data and the relationship between teaching hours and class sizes. * Comparisons between the MTFS reviewed in the summer and predicted student numbers were explored. It was confirmed that the document is live and the numbers are continually changing as informed by market information. It was acknowledged that further conversations need to take place around student numbers.   **The report was noted.** |  |
| **R/6/20** | **Capital Programme**  The report was presented by the Executive Director of Finance and the following was highlighted;   * Rolling budget for expenditure. * Relationship to curriculum planning. * Capital projects and long term maintenance projects. * Opportunity to refocus projects in the future. * Need for systems reviews and connectivity. * T level agenda and planned delivery in 2021. * Plans to settle revolving credit facility * Opening and cessation of sites * SEMLEP funding * Community Infrastructure levy and potential for the College * Priorities for students and continued dialogues. * Plans for consultation with the directors.   The Committee discussed;   * Timing of finalisation of the capital programme; official sign off is at the July Board but with preliminary work being done in advance. * Relationship between capital programme discussions and long term conversations in respect of the strategic plan and balance to be achieved between buildings projects and equipment expenditure. * The relationship between rolling expenditure and how the College manages step changes. It was confirmed that work is being done continuously with the curriculum teams to predict changes in the expenditure requirements of new deliveries. * Cultural town centre funds availability. * Speed of transition from property development to investment in equipment and understanding the relationship with the curriculum to ensure maximum benefit to the maximum number of students. * T level funding and need for equipment funding. * Work done on space utilisation across the campuses and management of variability.   **The report was noted.** |  |
| **R/7/20** | **College Information Report**  The Director of Finance presented the report as at December 2019 and highlighted;   * Close management of cash position. The Committee commended the Finance team. * Adult Education Budget, impact of the Combined Authorities, the threshold for subcontracting, changes in practices around functional skills and work being done. The position is being closely monitored.   It was agreed that a more up to date College Information Report will be presented at the March Corporation meeting.  The Committee further discussed;   * Likely timing of an update on funding bids. * Existence of a strategy around Distance Learning; QSA has previously received updates but further work is being done on this element of provision and updates will be provided in due course. * Plans to update the Board at the development day on the competitor analysis will be provided.   **The report was noted.** |  |
| **R/8/20** | **HR KPI Dashboard Report**  The report was presented.  The Executive Director of HR highlighted;   * Improvement in control over the workforce number; core FTE vacancies and agency budget * Changes in ratio of TAs between core and agency staff * Link between recruitment and curriculum planning to ensure workforce planning is done over a 12 month rolling period. * Staff turnover and emerging patterns. * Review of the BCPS contracts announced at the staff meetings * Review of information collected on sickness absence to ensure richer information. * Recruitment and controls.   The Committee discussed;   * Comparisons to the same point in the previous year, absences in December and whether the information has been reviewed by the respective boards of the subsidiary companies. The impact of controls around contagious diseases in the catering department was referenced. Further information is being sought on the reasons for absence. * Whether there is any analysis by location or by department. It was confirmed that the Executive review the patterns and follow up on operational issues. The relationship between sickness levels and vacancies is being monitored. It is intended that the HR advisors will become much more proactive in providing advice across the College. * The Coronavirus and guidance issued to date. * The turnover figure in relation to other institutions in the region. * Relationship between the mode and the median sickness figures. * Links between sickness and wellbeing; relationship to benchmarks but also to other factors   **The report was noted.** |  |
| **R/9/20** | **People Strategy**  The Executive Director of HR highlighted;   * Provision of the Executive level document and need to consider whether the Strategy will result in revised KPIs. * The focus on a need for high performing teams; formal process for succession planning and development of staff. * Need for a review of overall workforce across The Bedford College Group and expectations of different job roles. * Relationship between the short term and long term and integration between teams.   The Committee discussed;   * The positive approach to manageable issues * The challenge faced in respect of ensuring individuals work for “The Group” rather than a particular College * Approach of developing own people, need for strong management and consideration of succession planning both inside and outside The Bedford College Group with potential benefits in terms of reputation and enabling individuals to reach their potential. * The relationship to the Vision, Mission and Values. It was confirmed that this detail is contained in the high level document previously reviewed by the Committee. * Need for management development across business competencies as well as education competencies. * Need for managers to coach and mentor staff. * Potential KPIs for career progression and difficulty benchmarking the measurements. * Engagement of staff and identification of individual staff with particular brands. Potential mechanisms to resolve disengagement were highlighted as; contract review, pride in brands and brand identity Recruitment and retention – Committee discussed whether we should be more explicit in becoming an employer of choice. It was concluded that the aim is to attract quality candidates. Information is being gathered through the application forms as to where candidates have viewed the jobs. * Need for clear link to be made between workforce equality, diversity and inclusion and recruitment to ensure barriers are removed.It was acknowledged that there needs to be a greater understanding of the recruitment patterns. * Reward and recognition and importance to staff. It was noted that performance related pay and appraisals are being reviewed. The Committee agreed that they would welcome a discussion once there are proposals. * The reference to the mental health charter was welcomed. It was questioned whether managers are the appropriate people to deal with individuals. It was recognised that managers will require training to enable them to manage. * Workforce Equality & Diversity***.*** The Committee discussed how cognitive diversity can be recognised and further research will be carried out and noted in the work plan. * Where impact should be cited in the People Strategy. It was agreed that intended impact will be cited as part of the introduction.   **Subject to minor amendments the Resources Committee confirmed their support for the People Strategy to be submitted to the Corporation in March for approval.**  **The report was noted.** |  |
| **R/10/20** | **Senior Post-holder grievance and disciplinary procedure**  It was confirmed that the Policy has been based on the ACAS model.  The Committee discussed a number of issues including;   * 2.1.8 – The reference to the recording of meetings, the ethical and evidential issues that could arise * Grievances and the relationship to the value of openness and honesty and need for individuals to raise issues with their line manager in the first instance. * Need for roles covered to be articulated and for subsidiary companies to adopt procedures. * Need for link with the Remuneration Committee. ***It was agreed that this will be covered in the Pay policy and cross referenced.*** * The delegation to the Special Committee - ***RN to check the standing orders and refer to CB.***   **It was agreed that the policies will be circulated following agreed amendments and then recommended to the Board for approval.**  **The Subsidiaries will be asked to review the policy with a view to adoption; subject to appropriateness to their own structures.**  **The report was noted.** |  |
| **R/11/20** | **Employee Survey**  The report was presented and it was noted that key findings are being picked up through the People Strategy.  Participation in surveys is being reviewed with increased focus on “you said we did” and mechanisms of reporting back to the workforce.  The potential for more detailed analysis in areas was highlighted– ***CB agreed to share the paper that went to the EDI Committee.***  **The update was noted.** |  |
| **R/12/20** | **Decisions under delegated authority**  The report was presented and it was confirmed that no decisions had been taken under the delegated authorities since the last report.  **The report was noted.** |  |
| **R/13/20** | **Employee Relations**  **Confidential minute** |  |
| **R/14/20** | **AOB**  The Director of Finance updated the Committee in respect of the Integrated Financial Model return for the ESFA. It was explained that Finance directors wrote as a group to the Minister for FE to request a review. The letter from the Minster to David Hughes of AoC was outlined. The summary of the return will be circulated to the Committee for confirmation by email but will be based on the assumptions and figures already reported in the Indicative MTFS. It was explained that not all information on funding has been received and that there are questions over the nature and purpose of the return. It was considered that there is likely to be changes.  **The report was noted.** |  |
| **R/15/20** | **Minutes**  The minutes of the meeting on 13 November 2019 were noted to be an accurate record of the meeting. |  |
| **R/16/20** | **Next meeting**  The next meeting will take place on **Thursday 14 May 2020 at 4pm** |  |