

**Minutes of the Resources Committee meeting
Tuesday 23rd June 2025
Boardroom, Bedford
16:00**

Members Present: Cliff Wragg (Chair)
Tom Dove-Wallington (online)
Faheem Mir
Yiannis Kouris (Chief Executive Officer)
David Moran
Shaun Wilson

In attendance: Caroline Biddle (Executive Director of Organisational
Development & People) (online)
Tracy Cowan (Chief Operating Officer)
Gulam Fatima (Chief Financial Officer)
Sara Gonzalez (Senior Governance Coordinator) (Minutes)
Rachel Nicol (Group Director of Governance)

R/18/25 Apologies for absence and declarations of interest

Apologies: N/A. Varsha Mistry remains on leave of absence.

Declarations of Interest: Yiannis Kouris declared he is a director of BCS and Rachel Nicol is the Company Secretary.

Welcome to everyone and especially to Faheem, who joined in person and to Tom, as it is his last meeting. Cliff thanked him for his work with TBCG. The Chair also welcomed officially Tracy Cowan to the meeting in her role as the Chief Operating Officer.

R/19/25 Matters arising not covered elsewhere on the agenda

Regarding the Action Log: both items are open and the Corby Sixth Form capital project review will be discussed during the meeting. The Executive Director of Organisational Development & People (Ex D OD&P) will provide an update on the expense policy approval.

The report offered during the Audit Committee meeting (The Corby Sixth Form – Post Occupancy Review) was brought up to the meeting as per request by the Audit Committee. The learning from this is to be clear about what is it that TBCG wants to



achieve; what is the primary purpose (meeting the needs from the local area) of projects and key objectives and the investment/cost required.

Questions and Comments:

Governors asked about the financial viability of this activity as the number of students was not as intended. The CFO responded that TBCG is offering the Sixth Form because it is what the community needs, not because it is a 'money making' project.

Things will always get challenging trying to get more students enrolled, from a finance management perspective, to the risks of over-estimating the numbers. The lack of data at that time meant that on reflection there was a high level of optimism. This is a key part of the lessons to be learnt.

The Governors then asked, in comparison with the Leighton project, is Corby's situation different? To this, the CEO and the CFO pointed out that the Estates Strategy has to be based on the Curriculum Strategy and what is needed. For example, with Leighton Buzzard they have pivoted the focus from an apprenticeship centre to a Logistics centre.

The Committee proposed to close the action to review the Post occupancy review

Attract, Retain and Develop Staff

R/20/25 Pay Framework & Pay Award (Strategy)

The Executive Director of Organisational Development & People took the report as read. She flagged two key items on the report:

- BCS coming now into the group now as opposed to being a subsidiary
- The moving headcount (Tresham and CBC contracts moving and BCPS)
- Moving the percentage on salary increase (proposing an overall amount for pay rises of £1.3M in the budget. This will be reviewed and a final proposal as to the allocation presented to the Board later in the year.

Questions and Comments:

The confidentiality of the report and information was reiterated. The final methodology for allocation of the amount set aside for increases has not been determined but with an indication that TBCG will look at lower paid staff.

The Governors also discussed the percentage not being high enough to cover the cost of living increases and comparisons to other changes in the public sector. To this, the Executive team explained that it is all depending on the budget available but did reiterate that TBCG has a good reputation in terms of providing pay rises each year.



The Committee approved that the report provided assurance

R/21/25 HR KPIs

The Executive Director of Organisational Development & People took the report as read. She flagged key items:

- Compliance in reading the Code of Conduct increased by a further 1%
- Recruitment targets are close to being on track

Questions and Comments:

What are the main areas where teachers have been hired? A technical lecturer role is being introduced to enhance industry experience (currently focusing on construction, engineering and agriculture with plans for digital in future years)

CBC highest levels of sickness. Do we know why? Main reasons: policy not being implemented so not tackling long-term sickness when people not returning or returning when no longer entitled to payment. There was limited activity in keeping in touch or following up with the individuals. Since hiring the HR manager based at CBC, the levels have dropped, although it is not as low as it should be yet.

The Committee reviewed red rated KPIs in particular, challenges with apprenticeship levy utilisation (new Head of Learning & Development and Group Director of Apprenticeships are working together to review the position)

Staff engagement is being looked at. The training needs analysis is being reshaped and the Executive Director of Organisational Development & People will focus the next report on progress in these areas.

ACTION: For the Executive Director of Organisational Development & People to present a progress report

The Committee approved that the report provided assurance

R/22/25 Pension update, exercise of discretion

The Executive Director of Organisational Development & People took the report as read.

The policy is a legal requirement. The discretion has not been exercised this year.

No comments or questions.



The Committee approved the Policy

ACTION: The Director of Governance will check the terms of reference to see if formal approval by the Corporation is required [Post meeting note: terms of reference confirm the relevant pensions statement can be, and therefore is approved by the Resources Committee]

The Committee approved that the report provided assurance

R/23/25 Employee Relations [confidential minute to be removed before publication]

Redacted minute due to confidentiality

Sustainability

R/24/25 Management Accounts

The CFO took the report as read and pointed out that most of the information presented is largely the same as in May.

The College has received circa £1m less in funding for additional learners than anticipated, with confirmation of this shortfall received in March 2025. Nonetheless, the overall position has slightly improved since the last report although the forecast surplus is below the budgeted position of £500k This is largely due to the under-funding of increased learner numbers and implementation of the transformation plan, although noted to be carefully managed by the Executive team.

Questions and Comments:

Where is the increase in learners and how does it affect TBCG (in terms of curriculum areas and location)? The information is broken down on appendix 4.2b with care and childcare and construction noted as growth areas.

The Committee discussed the premises cost and the cost of the facilities and how this is managed. The Executive team offered two ways to look at the situation:

- What do we do with the sites that are not in use?
- Can we shut down or repurpose the premises that are not in use?

The Committee discussed further key locations that are under review. This is to be presented within the Estates Strategy (break clauses, costs and investment opportunities).

It was discussed and agreed to create a task-and finish group to support the Executive with reviewing key estates issues in the context of curriculum strategy.

ACTION: To set up a task-group to start in November (mix of Resources and other Board members) to support the Executive Team with the Estates Review.



The Committee approved that the report provided assurance

R/25/25 2025/2026 Budget and 3 Year Financial Strategy

The CFO took the report as read. She explained the Executive Team has been working on this together. It was noted that the 3-year financial plan beyond year 1 was very difficult to work on because of the uncertainties and interdependency with other strategies (curriculum, estates, etc) Key assumptions for the modelling were set out in the report.

Part of the minutes have been redacted for commercial sensitivity.

This funding will be used over a three-year period as outlined in the three-year financial plan.

Questions and Comments:

Detailed discussion on the underlying assumptions. Student numbers, last year one of the main goals was the students' progression which has been successful. The Strategic plan ends in 2027, and it has already achieved the number of students that it was set to achieve (organically). The Committee further explored the link between funding and quality of education and assurance was given on the value provided to learners and how quality of education is preserved.

Various facilities and their utilisation was raised: The Estates Strategy review is assessing utilisation and options.

The Committee asked the Executive about TBCG financial priorities as depending on the subject, the amount of capital requested is too much or is necessary. Allocation to different areas is subject to a robust assessment during the business planning process and priority given in line with the strategic plan.

Assurance was given that cash position is strong and decisions are taken based on serving the students where the financial position can be managed in the short term.

ACTION: In future reports, the relationship between actual student numbers and funded numbers will be presented in a graphical representation for the Board.

The Committee confirmed that they are satisfied with the planning assumptions and that there was a robustness of discussion and assurance on the work being done and position particularly in regards to joining up capital, curriculum and estates planning.

The Committee was content to recommend the 3 year strategy, recognising the challenges and uncertainty around relevant government policies.



R/27/25 Decisions taken under delegated authority

No decisions have been taken under delegated authority since the last report.

R/28/25 Minutes of the last meeting (1st May 2025)

The minutes of the meeting held on 1 May 2025 were approved as an accurate record of the meeting.

Action: For Senior Governance Coordinator to remove commercially sensitive information from the previous meeting minutes prior to publication.

R/29/25 AOB

No other topics discussed.