Non-Confidential Minutes of a Meeting of the FINANCE AND RESOURCES COMMITTEE held on 17 June 2026, 1.15pm-3.30pm Online Via Teams

18/26 APOLOGIES AND WELCOME
The Chair welcomed Members to the meeting and especially Mr Tony Eysele to his first meeting of the Committee. There were no apologies.

19/26 DECLARATIONS OF INTEREST
There were no declarations of interest.

20/26 APPROVAL OF THE NON-CONFIDENTIAL AND CONFIDENTIAL MINUTES OF THE MEETING OF 25 FEBRUARY 2026
The Chair expressed thanks for the improvement of the agenda order.

The non-confidential and confidential minutes of the meeting held 25 February 2026 were approved as a true record.

21/26 MATTERS ARISING FROM THE MINUTES OF 25 FEBRUARY 2026
The Director of Governance reported on Matters Arising which were completed as detailed in the report.

The Committee were ASSURED on the monitoring of Matters Arising to June 2026.

22/26 CRITICAL INCIDENT PLAN
The Head of Estates and Safety joined the meeting and presented the updated Critical Incident Plan. Members noted that the policy had originally been introduced the previous year and had since been updated to reflect changes in staffing arrangements.

The Head of Estates and Safety reported that an enhanced emergency activation system had been implemented to support incident response and lockdown procedures. The revised system enabled a greater number of designated staff to initiate a lockdown, rather than relying solely on managers using mobile devices. Regular lockdown drills were undertaken monthly and timed to monitor effectiveness, with response times continuing to improve. The most recent drill achieved a lockdown time of two minutes.

The Committee was advised that infrastructure improvements had contributed to better compliance during lockdown exercises. Additional external sounders had been installed in areas including the car park and playing fields. During the last four to five drills, staff had actively supported students by directing them on appropriate actions, including “Run, Hide, Tell” principles. As a result, the last three exercises had recorded no individuals remaining outside during lockdowns.

The Head of Estates and Safety advised that bomb evacuation drills would commence from July. Members commended the progress made, with Members describing the arrangements as very impressive and noting the quality of the report.

The Co-opted Member queried the statement within the report that the arrangements did not cover evenings and weekends, observing that activities continued to take place during those periods. He also asked about the reliance on mobile phone technology and the contingency arrangements should communications fail. In response, The Head of Estates and Safety explained that communication could also be managed through a Teams channel and that all managers were equipped with walkie-talkies as a backup method. While the lockdown timings did not operate at weekends, procedures were in place for staff working during those periods. In relation to Saturday open days, The Head of Estates and Safety confirmed that an

appropriate management team was present. Evening cleaning teams were first-aid trained and formed part of the College's emergency preparedness arrangements.

A Member asked whether the Surrey Counter Terrorism Unit could provide independent observation of lockdown drills. The Head of Estates and Safety advised that the College had previously engaged with the Counter Terrorism Team, which had undertaken a review of site security and provided recommendations. As a result, a number of security enhancements had been implemented, including the closure of the former entrance at the rear of J Block, repairs to external fencing, installation of a higher pedestrian gate, and an extension of CCTV coverage.

The Chair commented that the arrangements appeared to be sector leading. In response to a question regarding explosions or similar incidents, the Head of Estates and Safety confirmed that the site did contain gas infrastructure and that related risks were incorporated within emergency planning arrangements.

The Committee RECOMMENDED the Critical Incident Plan for APPROVAL by Corporation.

23/26 TERMLY CONDITION AND ESTATES REPORT

The Head of Estates and Safety presented the Termly Condition and Estates Report and provided an update on progress against the College's condition improvement programme.

Members noted that one cycle of condition surveys was concluding and a new programme of surveys was commencing. The Head of Estates and Safety reported that the number of identified defects had reduced from 397 to 182, comprising defects relating to both building fabric and mechanical and electrical infrastructure.

The Committee received an update on the outcomes of the Department for Education's (DfE) Condition Data Collection (CDC2) survey undertaken earlier in the year. The Head of Estates and Safety explained that the methodology differed from previous surveys, with categories now identifying assets that had reached the end of their useful life or where replacement parts were no longer readily available. It was noted that this would be the final report based upon the previous property condition survey, with future reporting aligned to the CDC survey framework. Outstanding actions from previous programmes would be incorporated into future reporting to ensure continuity.

Members were advised that the CDC survey had not initially included roof condition assessments. Following discussions with the DfE, roof inspections had been reviewed and recategorised. While this resulted in a change to the assessed condition profile of the estate, the Head of Estates and Safety confirmed that it would not alter the level of funding available.

The Chair noted that the College had secured a significant allocation of funding and queried progress with planned expenditure, particularly in relation to roof works. The Head of Estates and Safety confirmed that projects were progressing continually and that roof repairs and replacement works represented a substantial proportion of the funding allocation. It was noted that J Block had been identified as being in a poor state of repair and would require significant investment, which would consume a considerable element of the available funding.

The Chair emphasised the importance of deploying funding as quickly as practicable in order to realise benefits for learners and staff. A Member commented that there had initially been uncertainty as to whether roof works could be funded through the programme but was reassured that this was now confirmed and expressed confidence in the management of the programme. From a strategic perspective, the Member queried whether future reports could provide a longer-term view of condition issues, planned expenditure and progress in reducing defects over a two to three-year period. The Head of Estates and Safety agreed that this would be useful and undertook to work with the Director of Finance and Resources to develop this approach. It was noted that this could be linked to the existing five-year Estates Strategy presented in

February and would provide a forward forecast of condition issues, planned investment and anticipated improvements.

The Chair referred to recent publications concerning the futureproofing of educational estates against climate change and noted evidence suggesting educational outcomes could be adversely affected by increasing temperatures. She asked whether consideration was being given to a programme of retrofit works, including improved cooling and air-conditioning provision where appropriate.
In response, the Head of Estates and Safety advised that some teaching areas became particularly warm during the summer months due to their location and design. However, the College had recently completed an invest-to-save project within L Block, which now benefited from full air-conditioning, with the exception of the Learning Resource Centre where natural ventilation remained in use. Members noted the importance of continuing to consider climate resilience and environmental sustainability within future estates planning.

The Committee NOTED the report for ASSURANCE and ALERT to Corporation.

The Head of Estates and Safety left the meeting.

24/26 TERMLY REPORT ACTIVE CAPITAL PROJECTS (CONFIDENTIAL)

25/26 EMPLOYEE STANDARDS AND CODE OF CONDUCT (CONFIDENTIAL)

26/26 MARKET SUPPLEMENT AND RELOCATION SUPPORT POLICY AND PROCEDURE

The Head of HR (People and Culture) presented the updated Market Supplement and Relocation Support Policy and Procedure, advising that the revisions had been undertaken to ensure the Policy remained current, transparent and aligned with principles of equal pay for equal value. Members noted that the Policy also reflected increases to relocation allowances to account for rising costs and had been updated to incorporate relevant equality legislation and provisions arising from recent employment rights legislation.

The Chair referred to Section 8.4 concerning pensionable allowances and sought clarification as to whether the College's practice was changing or whether the amendment simply provided greater clarity. The Head of HR (People and Culture) explained that the position was both a clarification and a change in practice. Following a review, it had been established that, within the Local Government Pension Scheme (LGPS), payments regarded as pay should generally be treated as pensionable. The Principal advised that, as part of the review, significant work had been undertaken to assess sector practice regarding the pensionability of market supplements. While approaches varied across the sector, legal and pension advice obtained from LGPS representatives and Eversheds Sutherland indicated that market supplements should be treated as pensionable. The College had therefore adopted this approach and absorbed the associated cost to ensure compliance and consistency.

A Member asked whether the Policy had been subject to consultation with recognised trade unions. The Head of HR (People and Culture) advised that formal consultation had not been undertaken for this Policy. The arrangements were linked to the Pay Policy and involved matters that remained at the sole discretion of the College. The Head of HR (People and Culture) noted that consultation requirements would depend on the provisions contained within the relevant trade union recognition agreements.

The Chair queried the frequency with which relocation allowances were used. The Head of HR (People and Culture) confirmed that three relocation allowances had been approved since the previous September. The Committee was advised that such payments were used sparingly and only in circumstances where the College had been unable to attract suitably qualified candidates through other recruitment methods.

Members noted that the revisions enhanced transparency and ensured the Policy remained aligned with legislative requirements and current employment practices.

The Committee RECOMMENDED the Market Supplement and Relocation Support Policy and Procedure for APPROVAL by Corporation.

27/26 TERMLY HR REPORT 3 (CONFIDENTIAL)

28/26 FEES POLICY

The Director of Management Information Systems (MIS), Funding and Exams joined the meeting to present the proposed Fees Policy. It was noted that there had been little change to national funding guidance, with the funding rate remaining at £8.40 per guided learning hour (GLH). The Adult Skills Fund (ASF) continued to provide a small, ring-fenced allocation for tailored learning, while learner eligibility for adult provision remained relatively flexible.

Members were advised that the *Free Courses for Jobs* programme had been extended to include certain Level 2 provision. In addition, individuals earning less than £25,750 may be eligible for a fee waiver.

The Director of MIS, Funding and Exams reported that a review of local fee policies had been undertaken. The College did not currently have any international learners; however, in light of government policy changes and potential future recruitment, it was proposed that an international learner fee be established and increased to £500. This would provide clarity for admissions staff and ensure an appropriate policy framework was in place.

The Committee heard that, from April, apprenticeship units would be available to students, potentially allowing apprenticeships to be delivered in a more modular format. The Director of MIS, Funding and Exams explained that Advanced Learner Loans (ALL) generally apply to Level 3 provision and, in some cases, Levels 4 and 5. Looking ahead, it was noted that the Government intends to introduce the Lifelong Learning Entitlement (LLE) from January 2027, which is expected to replace ALL over time and provide greater flexibility for learners. The Director of MIS, Funding and Exams commented that the changes should support wider access to provision while contributing to the College's long-term financial sustainability.

In response to a question from the Chair regarding international learner recruitment, the Director of MIS, Funding and Exams advised that there had been two credible enquiries. Discussions had focused on whether applicants met visa requirements, as current visa regulations generally require study at Level 3 or above. It was further noted that differences in academic standards between countries can make the admissions process more complex.

The Chair asked which curriculum areas were expected to deliver apprenticeship units. The Director of MIS, Funding and Exams advised that curriculum decisions would be determined elsewhere but indicated that the initial rollout was likely to focus on Engineering, Hospitality and Construction.

A Member sought clarification on preparations for credit-based modules. The Director of MIS, Funding and Exams explained that this would form part of future curriculum planning and noted that the College may need to register with the OfS should franchised provision be delivered in future.

The Principal reported that approval had already been secured for four units within Engineering.

The Committee RECOMMENDED the Fees Policy for APPROVAL by Corporation.

The Director of MIS, Funding and Exams left the meeting.

29/26 BUDGET SUBMISSION TO DFE

The Interim Director of Finance presented the proposed budget and College Financial Forecasting Return (CFFR) for submission to the DfE. Members were reminded that the Corporation is required annually to

approve the budget, the associated financial forecasts for future years and the accompanying commentary prior to submission.

The Committee noted that the College remained in a strong financial position, with forecasts indicating an outstanding financial health rating. The budget met the FE Commissioner's benchmarks for both EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) and cash reserves. Staffing costs had been developed from the established staffing structure, resulting in what was described as a robust and realistic budget that could be delegated to managers for operational management.

The Chair sought clarification regarding the assumptions underpinning the third year of the forecast. The Interim Director of Finance confirmed that, in line with DfE expectations, the final forecast year largely assumed a stable position unless there was specific knowledge of forthcoming changes. As there were currently no known factors that would materially affect income or expenditure, a flat-line assumption had been applied, with inflationary pressures expected to be offset through efficiency measures.

The Committee discussed the commentary accompanying the return, specifically the reference to the College's payroll date and bank covenants. The Chair questioned whether the detail regarding a potential change to payroll arrangements was necessary for the DfE commentary, noting that this appeared to be an internal operational matter. The Director of Finance and Resources advised that changing the payroll date within the month could temporarily trigger a breach of a banking covenant and would therefore require discussion with the College's bank. The Interim Director of Finance explained that the reference had been included in the interests of openness and transparency.

The Chair expressed the view that, while staff had accommodated changes during a previous period of financial challenge, it was questionable whether the College should seek to revisit payroll arrangements now that the financial position had improved. A Member agreed that any consideration of payroll changes should form part of wider discussions with staff and trade union representatives and that the matter should remain an Executive decision, taking into account the overall employee relations context.

The Committee also discussed assumptions relating to future online adult provision. The Interim Director of Finance advised that the budget assumed the College would replace certain income streams through the *Free Courses for Jobs* programme and that a request had been made to the DfE to switch funding accordingly. These assumptions had been reflected within the CFFR. Should approval not be granted, the matter would need to be reconsidered by Corporation; however, this was not currently anticipated.

The Co-opted Member commented that this represented one of the strongest financial positions the College had achieved during his service as a governor and commended all those involved in producing the budget and forecasts. The Chair echoed these comments and congratulated management on presenting a strong and sustainable financial plan for the forthcoming year.

The Committee RECOMMENDED the Budget for Submission to the DfE and CFFR for APPROVAL by Corporation.

30/26 MONTHLY FINANCE REPORT, MANAGEMENT ACCOUNTS AND FORECAST (CONFIDENTIAL)

31/26 COLLEGE FINANCIAL BENCHMARKING TOOL (CONFIDENTIAL)

32/26 ANNUAL REVIEW OF COMMITTEE EFFECTIVENESS

The Committee considered the annual review of its effectiveness and reviewed self-assessment ratings. The Chair invited views on the Committee's effectiveness from a College perspective. Members discussed potential improvements, including the scheduling of a strategic partnership report. It was suggested that consideration be given to the timing of such reports to ensure sufficient preparation time and to avoid periods of the year when the Committee agenda was already heavily committed with routine business.

A Member noted that, having only recently joined the Committee, it was difficult to make a comprehensive assessment. However, she questioned whether the Committee was looking sufficiently far ahead in strategic terms. Notwithstanding this, she acknowledged that the Committee made a significant contribution to the assurances provided to the Corporation.

The Chair reflected on the balance between measuring impact and monitoring process, questioning how the two could be more effectively linked and whether this should be considered within the context of the College's overarching strategic plan.

A Member highlighted work undertaken by the Association of Colleges (AoC) on the impact of colleges as anchor institutions within their communities and suggested that this may be an area the Committee could wish to explore in future as part of its strategic oversight.

The Committee also considered membership and succession planning matters. It was noted that there remained a co-opted vacancy on the Committee and that succession planning would be required in light of the Co-opted Member's planned departure in January 2027. In response to a question regarding recruitment, the Drector of Governance advised that a combination of approaches would be adopted to secure appropriate candidates.

Members concluded that they were satisfied with the Committee's overall effectiveness during the year and agreed the RAG (Red Amber Green) ratings.

The Committee RECOMMENDED the Annual Review of Committee Effectiveness for APPROVAL by Corporation.

33/26 ANNUAL REVIEW OF COMMITTEE TOR

The Director of Governance presented the Annual Review of Committee Terms of Reference. There was one change proposed which was to align Co-opted Member terms with Governor terms in line with the Standing Orders for the Conduct of Corporation Business.

The Committee RECOMMENDED the Annual Review of Committee Terms of Reference for APPROVAL by Corporation.

34/26 DRAFT 3AS REPORT TO JULY CORPORATION

The Director of Governance explained that this would form the Committee's report to Corporation of those items that the Committee wished to alert Corporation to, assure Corporation on, and recommend for approval or action. The report would be drafted in consultation with the Chair and circulated to Members for comment and approval prior to inclusion in the board pack.

35/26 GOVERNOR SELF-REVIEW OF MEETING

The Committee undertook a self-review of the meeting and agreed that appropriate consideration had been given to all agenda items.

A Member commended those responsible for preparing the reports, noting the quality of the papers and the clear executive summaries provided. She considered the documentation to be well presented and supportive of effective governance scrutiny.

A Member agreed with these observations and commented positively on the College's current trajectory, particularly in relation to attendance and financial performance. It was noted that the College's position compared favourably with many organisations across the sector.

The Chair reflected on the strong performance demonstrated across the Corporation and the senior management team, highlighting the high quality of the reports and the constructive dialogue throughout the

meeting. She commented that the papers had supported meaningful challenge and provided governors with appropriate opportunities to ask questions and seek assurance. A Member concurred with the comments made by other members and stated that they had found the meeting both enjoyable and productive. He noted that the reports were comprehensive and informative.

Members also discussed the balance between providing sufficiently detailed information for governors and the workload associated with report production. A Member observed that significant time and effort could be involved in preparing papers and that it was important to maintain an appropriate balance to avoid unnecessary impact on operational responsibilities. In response, the Chair remarked that many of the reports reflected activities already being undertaken as part of normal business operations and were therefore not produced solely for governance purposes. The Member agreed with this point and confirmed that this had been the intention of their comments.

The Committee concluded that the meeting had been effective, with high-quality papers, constructive challenge and appropriate opportunities for scrutiny and assurance.

36/26 AOC NETWORK MEETING FEEDBACK

Members reported that there was no formal feedback from recent AoC Network meetings.

A Member advised that they had attended an AoC event the previous day at which the FE Commissioner had been present. A key theme of the session had been the importance of maintaining strong financial performance and effective governance arrangements. The Member commented that the messages delivered aligned closely with the College's current approach and provided reassurance regarding the College's governance and financial position. The Member further noted that colleges were expected to submit a Strategic Transition Plan by the end of July and sought confirmation that arrangements were in place to meet this requirement. The Principal confirmed that the College was aware of the requirement and advised that she and the Assistant Principal (Curriculum and Skills) were working jointly on the Strategic Transition Plan.

The Principal reported attendance at a separate sector event where similar themes had been discussed. It was noted that the new FE Commissioner appeared to have adopted a different leadership style and approach from predecessors, with a stronger emphasis on addressing weaknesses across the sector and driving improvement. The Principal observed that the Commissioner had been direct in highlighting areas where colleges would be expected to strengthen performance and accountability. The Member remarked that the Commissioner had indicated that the sector was entering a period characterised by greater challenge and scrutiny, suggesting that an era of "more carrots and fewer sticks" had come to an end.

The Committee noted the update and feedback from recent AoC sector events.

37/26 ANY OTHER BUSINESS

There was no other business.

38/26 DATE OF NEXT MEETING

30th September 2026