



**BRIGHTON HOVE & SUSSEX SIXTH FORM COLLEGE  
MINUTES OF THE RESOURCES COMMITTEE HELD ON  
MONDAY 22<sup>ND</sup> JUNE 2020  
VIRTUAL MEETING VIA ZOOM**

Present: William Baldwin (Principal), Julia Holgate Turner (Governor – Support Staff), Chris Newson (Governor), Marcus Palmer, (Governor), Neil Perry (Vice-Chair of Governors and Chair of Audit Committee), Sandra Prail (Chair of Governors), Mark Snape (co-opted Committee Member), Tom Wolfenden (Vice-Chair of Corporation and Chair of Resources).

Chair: Tom Wolfenden

In attendance: Emily Andrews (HR Manager) – for item 2.1 HR, Jutta Knapp (Assistant Principal), Louise Pennington (Governance Director/Clerk), Jacque Punter (Digital Director) – for item 3.4.

*NOTE: FOR EASE OF REFERENCE QUESTIONS AND COMMENTS FROM GOVERNORS HAVE BEEN INCLUDED IN BOLD ITALICS*

## **SECTION 1: ROUTINE AND STANDING ITEMS**

### **1.1 Apologies for Absence and Welcomes**

**Apologies:** None.

### **1.2 Minutes of the Meeting Held on 25<sup>th</sup> February 2020 (meeting brought forward from 9<sup>th</sup> March 2020 re IFMC Deadline)**

The minutes were approved and the Chair was authorised to sign them.

Following a query from Governors regarding future meetings, it was noted that this would be reviewed in due course including whether to continue with remote meetings and for how long or move to some face to face meetings on site.

### **1.3 Matters Arising**

The contents of the actions' schedule were noted and Louise Pennington agreed to revise this for the next meeting.

### **1.4 Declaration of Interests – None**

### **1.5 Covid-19 Update and College Re-Opening**

- a) Front Sheet**
- b) Covid-19 Re-Opening Staff Guidance**
- c) Phase 3 Planning Consultation**
- d) Phase 4 Planning Consultation** – NOTE a further revision of this document has been issued – copy will be circulated with the draft minutes.
- e) College Risk Assessment Phase 1-2 Re-Opening**

The Principal presented the papers to the Committee, recognising that the documents created a lot of reading time for Governors, but stated that SMT wanted to ensure Governors were fully informed of the work completed and progressed to date. Since the documents were prepared and issued to staff about a week ago, progress has been made, but there have been no changes to the phased reopening planned around capacity and delivery.

Phase 3 commenced today, with approximately half of the curriculum departments inviting some of their Students in to College, based on small seminar groups, together with a further list of up to 400 vulnerable Students who have been invited to work on College site. Consequently, to some extent, the College site did portray more of a sense of normality than in recent weeks, notwithstanding the social distancing requirements.

The College is collecting data so that it can test and plan for the future curriculum delivery when more Students come onto the site, whilst also maintaining social distancing rules. Currently a Staff handbook is being drafted incorporating 4 delivery scenarios with effect from September 2020 – back to normal, lockdown, 1m social distancing and 2 m social distancing. At last week's all Staff meeting, Staff were brought up to date with the latest plans and developments.

***The Committee queried the current enrolment predictions for next year and in response, the Principal confirmed that SMT's analysis predicted a range between not reaching the target of 1,600 by about 50 Students, to exceeding the target. SMT has recorded on the VLE the numbers of Students from the anticipated Year 11 cohort invited to participate in the on line facilities to prepare them for A1 studies. To date 1,700 have registered, which gives a promising indication that the College may well achieve its target of 1,600.***

***Governors queried the number of Staff who were shielding at present and the Principal reported that having completed the Staff survey work, they were aware that there were 2 Staff members, shielding at present. Furthermore, of those falling within the vulnerable category or living with those with vulnerabilities, there were under 50 in each category – 30 vulnerable staff, 13 living with family members who were shielding, 48 living with family members who have vulnerabilities, the latter being the lower risk category.***

Governors were advised that Phase 3 was focusing upon building Staff confidence in returning to College and managing the new processes, whilst feeling safe despite the ongoing pandemic; SMT hoped that this time will enable Staff to return to work at their own pace to some extent and SMT was aware that there may be some issues to address, should some Staff not willingly come on site before September. Furthermore, as it has been assessed that it would be impossible to organise a new timetable this term, providing 25% on site teaching combined with 75% remote learning and in light of the fact that the Student engagement analysis for remote learning compared similarly with historical engagement statistics, this has meant that some management time has been released to allow instead for time to be spent on the planning process for September.

Governors were informed that Phase 3 Risk Assessment had been revised and that the latest version was available on the website, should Governors wish to view this. In response to a question from the Chair of Governors, Governors confirmed that they were finding the general Covid-19 information on the website useful, however they also found the direct communications to Governors helpful and prompts received to refer to the website etc.

The Principal reported that SMT's impression was that the majority of Parents were referring to the website as directed by the College in respect of updated information regarding Covid-19, although recently some Parents have had to be reminded to look on the website in the first instance.

***In response to a question from Governors, regarding preferred parental communications,*** the Principal reported that parents were e mailed approximately every 2 weeks, with either significant updates or general communications, with a reminder to all Parents to check the website for regular Covid-19 updates and the "frequently asked questions" section. The Chair of Governors also reported that she had consulted the 2 Parent Governors for their input regarding website information and updates and both had reported positively on their experience of this.

At this point the Principal reported that he would be liaising with the Chair of Governors shortly to discuss the best way to ensure effective communication with Governors regarding the College's September opening preparations, including taking into account Government updates and guidelines, management of the curriculum offer and the new Staff handbook. **ACTION: William Baldwin/Sandra Prail**

Governors were also informed about the recent Government announcement regarding the additional lost learning money totalling £1bn, to be allocated to Schools and Colleges, followed by the retraction of the offer to Colleges, so that only primary and secondary Schools would receive this additional funding. This demonstrated that Colleges were often overlooked, combined with the fact that the impact of this would have been significant for Colleges, in



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providing assistance for the current Year 11 intake to Year 12, who have missed a significant amount of teaching time over the last few months. The SFCA is investigating this retraction with the Department of Education, with the aim of correcting this oversight. The Principal will also raise the matter at his meeting next week, along with the other 2 local Principals (MET and Varndean), with the City's 3 local MPs.

## 1.6 Strategic Plan

The Principal presented the document explaining that in light of the pandemic it was decided at the last EGC Meeting, to recommend to Corporation via Committees, that a 1 year addendum, based upon the 7Cs and with a crisis to control focus, should be added to the existing strategy plan, the latter of which is due to end this year.

There were no questions arising from this item and the plan was recommended to Corporation for approval.

**ACTION: William Baldwin**

## SECTION 2: HR AND RELATED MATTERS

### 2.1 Termly Update on HR Issues

#### a) Termly Update on HR Issues

Emily Andrews, HR Manager, gave an update on HR issues including the following:

- HR information to Staff has focused upon Staff well-being including a wellness action plan, mental health awareness week, stress assessments, Covid resources, isolation information, with all the information being on the intranet.
- The HR Team has engaged in on line training regarding such topics as returning to work issues, including anxiety and how to manage/avoid these, together with contract based matters.
- Occupational Health access had been made available to Staff who need it and they've also launched a Covid 19 express referral service, which allows Staff to get advice on fitness (for those recovering from Covid-19), anxiety and other returning to work issues.
- Absence Management – the College's short term absences have virtually ceased altogether, which is similar to other educational providers. Staff are realising that whilst working at home, they can work flexibly if they need to, e.g. adjustments for childcare time etc HR Department currently has no notable concerns regarding absence at present.
- As referred to previously, the Staff tribunal which is due to go ahead at the end of September, will also include a preliminary hearing owing to an additional second claim which has been included; the latter will be held in early September before the full tribunal.
- Recruitment – these processes have all moved on line and the College has successfully made appointments for all current vacancies, based on video interviews, agreed questions with CQT etc, including some scenario based questions, together with various task setting exercises. The overall process has worked well with no real concerns. However, during the probation period, HR and the SMT will ensure that further monitoring will be carried out to cater for anything missed during the video process.
- Furloughing Staff – 43 Staff have been furloughed for varying lengths of time and based on Government guidance. Again HR has had no real concerns and the process has been well-managed with Staff understanding too.
- The start date for Teachers to return to work has been changed from 1<sup>st</sup> September to 1<sup>st</sup> August to improve clarity whereby all days within the academic year fall within the teachers' standard contract. The Unions have agreed to the change, prior to implementation and Staff have been informed. The change actually reflects how the College works in practice.

The Chair of Governors informed the Committee that after the last EGC meeting, she wrote to all Staff on behalf of the Corporation to record thanks for their work and efforts in managing work during the pandemic. Resources

Committee endorsed this and recorded their gratitude to all Staff for their hard work and support. The Principal confirmed that this message would be conveyed to Staff via the weekly bulletin. **ACTION: William Baldwin**

Emily Andrews was thanked for her report and then left the meeting.

## **b) National Pay Negotiations**

Following on from previous meeting information, the Principal updated Governors, providing the following information:

- Disappointingly, the formal agreement regarding this year's pay rise (effective from September 2019) between the SFCA and the various Unions was not agreed until May 2020.
- Despite the initial expectation by the Unions for a higher pay rise settlement this year, since the pandemic commenced and unemployment figures in the UK have risen dramatically, this has probably enabled an agreement to be reached at the level initially proposed by the SFCA. It was recorded that the Teaching Unions had encouraged their Members to veto the recommendation award offered, but the majority of Members decided to accept the offer. It was also noted that in general although public sector pay has been increasing, since the pandemic, this has stalled.
- The overall cost will be 1.98% in year to the College and will be a phased payment at different levels depending on Staff pay point. The agreement is based upon a 2 year deal and takes into account next year's pay negotiations. The College's unbudgeted part of the award totals £42K (being the difference between 1.5% in the budget and the 1.98% agreed) and despite this, the budget will still result in a surplus.
- Governors queried the impact upon the budget and the Principal advised that the impact would be greater on the budget next year

## **SECTION 3: RESOURCES AND RELATED MATTERS**

### **3.1 Management Accounts for the Nine Months to 30<sup>th</sup> April 2020**

Jutta Knapp introduced the management accounts which were noted by the Committee and the following points were recorded:

- Difficulties preparing figures at this stage with uncertainties arising from the pandemic.
- Main factor which has impacted on the accounts is the loss of non-core funding including lettings and catering; broadly the evening language courses have been unaffected owing to remote learning provision being offered successfully, instead of face to face lessons.
- As reported above account has been taken to the change in the Teachers' contract data, including holiday pay accrual treatment – an estimate arising from holiday liability pay (despite the fact that Teachers are not able to take holiday outside the fixed holiday period), has been added in respect of all staff who left at the year end.
- Referring to Page 43, Jutta Knapp explained that the figures would have to be amended prior to Corporation, to reflect a revised account entry to FRS102 following discussions with Marcus Palmer/Tom Wolfenden at the pre-meeting earlier today.
- Referring to the College's financial health for this year, the current ratio has improved, but remains classified as "requires improvement" with a score of 170 (NB any points above 170, would move the College to "good").
- Year end 31/7 position has slightly improved compared to the original forecast.
- Governors were reminded about the new Integrated Financial Model for Colleges (IFMC) which was approved by Corporation and via Resources in February. Jutta Knapp reported that since the IFMC submission, the ESFA has also been sent the 6 months' management accounts and although the College was expected to have an ESFA review following this (in light of "requires improvement" financial health), there has been no further update from the ESFA, which the College has been lead to believe, means that there are no further concerns at present.
- ***In response to a question from the Committee regarding clarification arising from the account adjustments re the Teaching Staff holiday pay adjustment***, Jutta Knapp confirmed the financial position and impact on the surplus and also the other factors affecting this, including reduction in catering income (partly alleviated



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as a result of catering costs reductions), together with a reduction in capitation per curriculum departments as Departments generally stopped spending their budgets on resources/photocopying etc since March, together with a reduction in expenses in respect of furloughed staff and no invigilation costs this year. Furthermore, in HR there has been a cost saving arising from both staff development (£30k) and a reduction in legal fees in respect of the tribunal which is now not allocated to this year's budget.

- ***On request from the Committee, Jutta Knapp agreed to update the graphical presentations for future meetings to improve information available to Governors to monitor bank loan interest payments for the duration of the loans. ACTION: Jutta Knapp***

## 3.2 Budget 2020/2021

Jutta Knapp presented the paper to the Committee and the following points were recorded:

- Increase funding rate and additional monies received in respect of specialist subjects, was noted and that although this has proved useful, the impact on the budget reflects the fact that the College has had to manage on very tight margins for the last 10 years, whilst the funding rate has remained static; inevitably this will take some years to catch up.
- Staffing costs as expected, are the primary expenditure.
- Increase bank loan costs in respect of the new building was highlighted.
- The additional funding income received for next year has been allocated to improving IT provision, particularly important in light of the reliance on remote working.
- The budget figures have been applied to the new IFMC model which demonstrates a "good" financial health and reflects the strong cash position.
- Page 57 net cash out flow £269K – influenced by the remaining capital project outflow.
- Regarding the new IFMC introduced by the ESFA this year (deadline February 2020 and thereafter 31<sup>st</sup> January) which in effect incorporated the previous 3 annual returns into 1, the ESFA has further reviewed its requirements and informed all Colleges that it now also requires additional annual returns for 31<sup>st</sup> July including an updated cash flow schedule and revised financial model, although these do not require Governors' approval.
- ***In response to a question from Governors regarding Staff pay increases***, Jutta Knapp explained that the increase included in the budget reflected the annual increment arising from the national pay agreement, together with the increase in the Teachers' pension contribution (to 23%, representing a 77% increase), Teaching Staff incremental pay increases for some Staff (costing approximately £2.5K on average per Staff member pre-pay rise) and an increase in Teaching Staff costs overall reflecting the projected increase in overall Student numbers. Most Teaching Staff are at the top of the pay spines as the College has experienced Staff who have been employed for some years – hence the salary costs are higher than if the College had a significant proportion of NQTs and/or high staff turnover. The Principal explained that the College's approach was to appoint the best candidate for the job and often once in post, Staff remain at BHASVIC for a long time. Furthermore, for those longer serving Staff members, since the end of the fixed retirement age, it's now impossible to estimate timing of Staff retiring. Support Staff costs show a minimal increase which reflects the revaluation of support staff jobs, with some Staff moving up the pay scale. It was recognised that Staff costs would have to be monitored carefully over the next few years in order to ensure that costs remain sustainable – currently 77% of income (from 74%), which is around the sector average. SMT are aware that they need to monitor staff costs closely to ensure that whilst quality is maintained, value for money is also achieved. At this point the Committee was informed that at last week's Quality and Curriculum Committee, Governors examined the metrics for remote working costs – refer Q & C minutes.
- ***Noting from the question provided by a Governor prior to the meeting which queried figures included on page 43 of the Resources Committee papers in the I and E breakdown regarding the surplus of £259K and the outturn for venue hire and catering and queried how this compared to the figures provided in the Q & C Committee meeting papers***, Jutta Knapp suggested that this may have been a misunderstanding in reading

the papers from both Committees. She confirmed that in fact his reference to £155k for catering outturn against a budget of £265K in the Q & C papers, but that this should be read as catering income of £115K, with outturn being predicted income less predicted costs, plus also taking into account the impact of the furloughing costs for catering staff, giving a current outturn of approximately £25-35K deficit for catering.

- ***In response to a request from Governors it was agreed that the front sheet information should include a breakdown of staff costs, including pension, pay rise, NI, additional Staffing requirements etc. ACTION: William Baldwin/Jutta Knapp***

Subject to the points made above, the Budget was recommended to Corporation for approval. **ACTION: Jutta Knapp**

### **3.3 Premises Update – CONFIDENTIAL – refer to separate minutes**

### **3.4 IT Strategy and Developments**

At this point the Digital Director, Jacquie Punter joined the meeting and presented the paper to the Committee, summarising the key points and progress therein:

- Significant infrastructure work has taken place including resolving wifi issues.
- The impact of Covid has meant that the College has hastened its digital strategy key elements to ensure remote working was effective and that safeguarding issues have been implemented.
- On line teaching and learning focus, with good Staff and Student engagement and the majority of Staff now competent in using O365 and Teams. Further work is being progress to enable Teacher to prepare videos, recordings etc for Students and the appropriate IT and equipment purchases are being made to facilitate this for next year.
- Vulnerable learners have been offered the use of College lap tops – 16 have accepted this offer to date.
- Appropriate hardware has been put in place in each classroom to reflect the change in direction to blended learning and the intention is that all Teachers will be provided with a College lap top to carry round with them to each classroom whilst on site – this should also solve any data security issues. Furthermore, Students will be encouraged to bring their own devices to College – and a loan/purchase arrangement is being investigated with a potential provider.
- Blended learning will continue throughout next year and possible further.
- Infrastructure projects underway, includes the log in project which is progressing well; it was explained that Staff and Students had experienced slow log in times in various parts of the College which IT had tried to resolve in house, without success and as a result the College has had to appoint an external partner to assist with this. The College has also appointed a new partner to resolve the College's Microsoft Licencing issues.
- Governors' attention was drawn to the difficult task of focusing on key and urgent project priorities, within the confines of the limited budget.
- ***In response to a request from the Committee regarding sight of the overall plans***, it was noted that Mick McLean (Governor and member of Audit Committee) who has been appointed as the Lead Digital Governor, was working closely with the Digital Director to ensure that Governors were fully informed and aware of any issues in a timely manner. The Digital Director confirmed that she shared monthly updates and comparisons with the digital strategy, with Mick McLean. Sandra Prail also advised that with effect from the next academic year and subject to Corporation approval at the next meeting, Mick McLean would be transferring from Audit Committee to Resources Committee; there would also be a new co-opted member of the Audit Committee to replace Mick McLean, again subject to Corporation approval.
- ***Governors queried how the College was assessing and monitoring the needs of Staff and Students*** and the Digital Director advised that earlier this term, all Staff had been requested to complete a digital survey to ensure that needs and problems were being identified including training requirements. From this, face to face on site training has been provided in small groups particularly for those requiring help using Teams or One Note.
- The Principal reported that guidelines were being established for Staff regarding remote learning with a requirement to have at least 1 live session per week with Students and to date 80% of classes have been achieved on this basis. For the 20% not yet achieving this, he explained that this generally related to Staff



domestic circumstance eg childcare issues. It was also noted that next week, all Students would have a 1:1 session with their Teachers.

The Committee agreed that it was useful to receive regular progress reports and noted that in future, once Mick McLean joined the Committee, he would provide updates too.

The Committee agreed that it was useful to see the progress made to date and thanks were recorded to Jacquie Punter for her work and also to the IT Team for all their help in progressing the various urgent tasks.

Jacquie Punter then left the meeting.

### 3.5 Risk Assurance

Jutta Knapp introduced the paper which detailed the risks within the Risk Register, which were attributable to this Committee. She referred to pages 79 and 83 and explained any movement in the risks as detailed.

*In response to a question provided prior to the meeting, earlier today from a Governor, regarding 6.3, page 82,* Jutta Knapp advised that the external security response firm was an existing arrangement which had been in place for several years.

*Governors referred to item 4.1 regarding staffing and salaries and including the impact of the significant increase in Teachers' Pension fund contributions, seeking assurance that the College was doing all it could to control Staff costs.* Referring to discussions already held earlier in the meeting, in response the Principal advised that, all Colleges had input via the SFCA to the national pay negotiations and was able to feedback to the SFCA what level of pay rise could be managed by each College. Other than that it was difficult for the College to do more whilst maintaining quality, apart from a radical review of delivery.

### 3.6 Link Governor – Digital Role Description

The Chair of Governors explained the reason for the new role description, which included input from Mick McLean. This was agreed and recommended to Corporation for approval. **ACTION: Sandra Prail/Louise Pennington**

## SECTION 4: CONSENT AGENDA

### POLICIES AND OTHER DOCUMENTS

#### 4.1 College Development Plan Section 4 (Leadership and Management)

The contents of the document were noted by the Committee including the fact that this section had been revised in light of Ofsted's latest requirement and also noting that the full CDP (sections 1-4) had been presented to the recent Q & C Committee.

**4.2 Business Procedures (significant changes only) – housekeeping changes noted.**

**4.3 Policies - None**

## SECTION 5: OTHER MATTERS

**5.1 Any Other Business – None.**

- a) Committee Annual Self-Assessment and Review of Terms of Reference – Resources Committee and Premises Group**

The Committee reviewed the various questions and agreed that there was nothing in particular to raise apart from noting that the skill set of the Committee would be strengthened next time, but the addition of Mick McLean. No training needs for the Committee were identified.

The terms of reference for the Resources Committee and the Premises Group were considered and recommended to Corporation without change. **ACTION: Louise Pennington**

The Committee agreed that the Search and Governance Committee at its next meeting may wish to review whether to wind up the Premises Group or keep it in place for future projects. **ACTION: Sandra Prail/Louise Pennington**

Regarding the HR responsibilities of the Resources Committee, it was agreed that this worked well since the merger of the HR and F & GP Committees.

Regarding information provided to the Committee, the Chair of Governors suggested that the information provision to Governor was sufficient when combined with the relevant information available on the College’s website.

***Governors queried the future of meetings and whether these would continue on a virtual basis for the time being.*** In response, it was noted that Zoom meetings would continue until the end of this term, after which there may be a move to Teams’ meetings which would be more secure and allow the sharing of files etc. It was suggested that this should be considered by the S & G Committee in the Autumn Term in the first instance to allow Chairs to review this. **ACTION: Sandra Prail/Louise Pennington**

**5.2 Date of Next Meeting – to be agreed**

**SECTION 6: CONFIDENTIAL BUSINESS**

**6.1 Confidential Minutes from Last Meeting 25<sup>th</sup> February 2020**

The minutes were approved by the Committee and the Chair authorised to sign them.

**6.2 Matters Arising**

None

**6.3 Any Other Business (Confidential Matters) - None.**

The Chair recorded the Committee’s thanks to SMT for their leadership during such unprecedented times.

**Louise Pennington**

**Chair.....DATE.....**