



**BRIGHTON HOVE & SUSSEX SIXTH FORM COLLEGE
MINUTES OF THE RESOURCES COMMITTEE HELD ON
MONDAY 22nd NOVEMBER 2021 AT 6.00 P.M.
ROOM 504, ELMS BUILDING.**

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

Chair: Marcus Palmer

In attendance: Neil Perry (Vice-Chair of Governors, Audit Committee Member and HR Lead Governor), Genevieve Walter (HR Manager) – for item 2.1 HR, Jackie Punter (Director for Digital Strategy) for Digital Update item 3.9, Jutta Knapp (Assistant Principal), Louise Pennington (Governance Director/Clerk).

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: Neil Perry

1.2 Minutes of the Meeting Held on Monday 21st June 2021 – main business. Refer 6.1 for confidential minutes.

Both sets of minutes (main and confidential) were approved and the Chair was authorised to sign them.

o Matters Arising

The contents of the actions' schedule were noted, including those actions which had now been completed.

o Declaration of Interests – None

o Principal's Update

The Principal gave the following update to the Committee based around resource implications:

Thanks were recorded to William Baldwin for his update to the Committee.

Leadership and Management

- SARAP validations have been very positive
- Thanks to Governors for their participation and useful contributions and observations.
- 'Strategic conversation' with the ESFA last week
- Elms building opened just before half-term – thanks to those who came to this and to the Students for running the event so brilliantly.
- Open Events last week were a real success – although long, being 3p.m. to 8 p.m.! Fully booked and much better experience – Elms building was widely praised and overall there was very good feedback from parents.

Curriculum, Support, Guidance and Experience

- The number of funded students is 3,412 (target was 3,250, with indications in early May 2021 that numbers would be high. We have lost very few (c30) since enrolment. Most Students enrolled on their preferred courses, but with a few issues owing to limited laboratory space/waiting lists and adjustments had to be made to the curriculum and teaching allocation eg additional groups and adjusting tutorials and A2 portfolio courses.
- Ofqual have confirmed Plan B details for any potential return of TAGs (Teacher assessment grades), should it be decided that examinations won't go ahead next Summer. The guidelines were issued last week to Colleges and there are various questions arising from the guidance to be taken forward by the College.
- The new Support, Guidance and Experience teams are getting used to their roles and responsibilities – the SARAP process and a strategy day with the team have given early opportunities for feedback and review. Noted some Governors' attended the SARAP meetings.
- Our new Safeguarding key worker already has a caseload of around 60 against a recommended case load of 35. Metrics continue to rise for mental health/counselling support which far outstrips demand.
- We have employed dedicated site security/community officers to help manage larger numbers on site, and to take into account the potential for more strangers being on site
- We've held successful meet the tutor evenings, Freshers Fair and BHASOWEEN. The Freshers Fair has grown significantly compared to previous years. The Student Forum has also generated lots of interests, probably as a result of Covid.
- End point assessments are being run internally as per last year which worked well. The Deputy Principal explained that if the original process set last year, regarding assessment of 3 unseen synchronous pieces, this would remove quite a significant amount of Teaching time for Students which the College would prefer not to see. Consequently, lobbying is underway, directed at Bill Watkins, SFCA, to persuade the DfE not to follow the original proposal set last year owing to the impact on learning.

Partnerships

- The Citizens' Assembly was a real success – the city MPs, Council Leader and Clinical Commission Group CCG agreed to work with us to look at better funding and provision for mental health
- The Strategic Development Fund has had all projects approved. BHASVIC is leading on a strand to roll out the Carbon Literacy qualification and to embed Carbon Literacy into existing courses – we held our first staff INSET on this last week and used it as an example to show other colleges how it might be done.
- Stakeholder engagement paper has been drafted and is on the Q & C Meeting agenda.

IT

- Transfer to SharePoint and centrally managed TEAMS has been largely smooth, from a technical position and this will provide a more secure and collaborative. However, the impact that having to work in fundamentally different ways, has caused frustration for Staff.

Covid

- Rates in the City remain very stable for the 16-19 age group, at around 130 per 100,000 and we have seen a steady rate of around 10 students with Covid at any one time; 1 staff member.
- Three members of staff have long Covid
- Last week, we received 31 CO2 monitors from DfE which will be allocated to classrooms/labs as priority to monitor air quality.

Other

- Spending review: - 2019 income gains protected equivalent to £188 per Student uplift, together with indications that for the first time in a long time, there will be real time increases in funding. Additional money would be most welcome, particularly in light of the ongoing demographic growth. There are also promises of an annual capital fund for post-16 education of £350M for the next 3 years.



BHASVIC

- National Insurance increases – this element of cost, will not be funded for SFCs, unlike the schools and academies' sixth form provision.
- ESFA representatives have held their regular strategic discussion meeting with BHASVIC – last week, to which the Principal, Chair and Assistant Principal (Resources) were present.

SECTION 2: HR AND RELATED MATTERS

2.1 Termly Update on HR and Related Matters

Genevieve Walter, HR Manager gave the following update to Governors and reference was made to her written reports:

PAPERS:

- Front sheet
- Staff Well-Being and Absence Report 2021
- BHASVIC Gender Pay Gap Report
- BHASVIC Trade Union Facility Time
- Update on National Pay Negotiations – oral report
- PDR Issues – if any – oral report

The following aspects were highlighted:

- **SCR (Single Central Record)** - earlier this term the College underwent an audit which focused on the College's new system of recording SCR information and substantial assurance was awarded to the College
- **ESFA funding audit via KPMG** – William Baldwin reported on the other recent significant audit undertaken at the College this term and that no issues had been found – a report will be made to the Audit Committee later this week.
- In previous update, Governors were informed about progress regarding the ongoing **Tribunal case**. This has now been completed and the College was successful and would be seeking costs (the College's insurer Aviva, would not agree to cover costs under the insurance policy owing to late notification by the College). A further update on progress with this, will be reported at the next meeting.
- Employment law update July ACAS included information regarding **hybrid working**. The College is drafting a policy which will be issued with effect from next year covering the pandemic and working from home
- **Minimum wage** is set to increase to £9.50 with effect from next April 1st; this will have an impact for those on spine point 1 on the support staff pay scale.
- **National pay negotiations** – For Teachers, this has been agreed at 1% and negotiations are continuing in respect of Support Staff, with the likelihood that 1% will also be agreed.
- **Staff Wellbeing** – difficult to compare this annual report with previous years owing to lockdown and the pandemic, but the sickness/absence rate declined, along with dependence leave. Occupational Health reviews increased this year to 13 and there were 3 people suffering with long Covid who had been referred to occupational health. It's anticipated that the reviews will remain high over the next year at least. The Counselling service is being very well used by Staff with positive feedback – this is a free service and it's anonymous in that referrals are not made via HR, with staff applying directly to the service. *In response to a question from Governors, the HR Manager confirmed that there was no option to allow Students to use this service, once the Student Counselling service places have been filled. However, it was explained that other avenues were in place to assist Students including NSPCC, Child Line etc. It was also noted that for both Staff and Students there was a 24-hour helpline number. Same with staff – have helpline there – 24 hours*
- **Gender Pay Gap** – The Gender pay gap has reduced again this year with the median falling below the mean for the first time, reflecting the fact that there are more women being paid in the upper quartile at BHASVIC than in previous analyses. *The Committee queried the figures and graphical representation relating to the data included on page 26 of the meeting papers, noting that the information seemed skewed on*

the lower quartile in respect of female Staff and deviated from the expected curve normal distribution on the graph. In response, the HR Manager explained that this reflected the balance of female employees, where there is a set pay scale and without the latter, this would not have shown any distortion and also explaining why more men weren't employed to rectify the balance of male/female staff in the lower quartile. Governors queried whether there was room in the report to add further explanation to explain the distortion and the HR Manager explained that as importance was placed on the median and mean figures overall, further explanation was not required within the context of the reporting requirements. SLT confirmed that further information could be prepared for the Committee to consider via updated minutes, noting that 3/4 of the lowest paid quartile were female staff and that due to the pay scales in place for Teacher, it reflected the number of years' experience rather than performance and there is no further movement once the top of the spine has been reached. It was also noted that 90% of Teachers were on the same pay point, being the top of the pay spine. Subsequent research has shown the skewed figure referred to is resultant from two NQT female teachers being employed at the start of this term. It was confirmed that the report would be uploaded as it stands to the website for all to view. Most of the Support Staff managers are also female.

- **The Trade Union hours** are similar to last year. Slight change this year in that the Teaching Staff representative has moved to a Support Staff role with a revision in hours, but still remaining as the Teaching Staff rep.
- **PDRs** – HR Department with the agreement of SLT decided owing to the increased pressure of work in light of the pandemic, that HR would not chase up the deadline for PDR submission per department and reporting that all PDRs and filings would be completed in due course. There have been no issues raised by Staff owing to this decision.

Thanks were recorded to Gen Walter who then left the meeting.

At this point, it was resolved to take item 3.9 first – refer minute below.

SECTION 3: RESOURCES AND RELATED MATTERS

3.1

- **Annual Report and Financial Statements to 31/7/21, Management Report**

Jutta Knapp presented the documents to the Committee, noting that item b) had been included for supporting information and would be considered by the Audit Committee at its meeting later this week. The following points were highlighted:

- Page 30 table Management accounts to April with movement in year and note significant impact owing to FRS102 regarding pension including interest and administrative charges.
- The figures are similar to the figures included in the last meeting's management accounts.
- Financial targets – noted – and refer meeting paper below regarding a review of the College's current targets. Jutta Knapp confirmed that the figures demonstrate that all the bank covenant targets have been met. However, the targets for pay costs and current ratio have not been met – refer agenda item below. At this point, it was also noted that the calculation of some of the financial targets included here, were different to the ESFA's benchmarking targets, incorporated into the Finance Record which all Colleges are required to complete to enable benchmarking within the sector, and were more lenient (for example the ESFA's current ratio calculation in the Finance Record submitted by the College, is 1.62 against 1.31 reported). The proposal recommended by SLT is to amend the financial targets to reflect the ESFA's methodology re the current ratio – refer below.
- Regularity Self-Assessment Questionnaire – drafted by Jutta Knapp (finance) and Louise Pennington (Governance) was noted and approved and this was used by the External Auditors during their audit work for the regularity audit to identify any issues and plan their audit work.
- Referring to the External Auditors' audit findings report, included for information, the Committee was assured that there were no misstatements and only minor adjustments.
- FRS102 adjustment (Pension) – Jutta Knapp reminded Governors that the liability calculated for all Colleges via an actuarial process calculated by the East Sussex pension scheme actuaries, reflected the difference



between the pension contributions paid for Staff by the College and the amount which would be needed to be paid to service the debt, should the College cease to operate, which currently totals approximately £6.5m.

- Reference was made to the £4M deferred capital grant in connection with the Elms Building costs of £9.2M and Jutta Knapp explained that the grant was not recognised in year 1, but over the life of the building and has been included within current liabilities from next year's figures. She also explained that an adjustment was also made in the ESFA's financial targets which presents the figures more favourably too in terms of the current ratio.

The Committee was reminded that the Annual Report and Accounts, Audit Findings Report, Letters of Representation, Finance Record etc will be submitted to the ESFA after approval of the various documents by Corporation.

Noting the comments made above, the Resources Committee recommended the Annual Report and Financial Statements to Corporation for approval. **ACTION: Jutta Knapp**

b) Audit Findings Report (for information) – noted.

3.2

- **Management Accounts for the Three Months to 31st October 2021**

The Management Accounts were noted and it was noted that a copy of the final version would be included in the Corporation Meeting papers for information. **ACTION: Jutta Knapp**

The following points were recorded:

- Page 98 – the figures reflect the financial difficulties experienced during the year owing to the pandemic.
- Student numbers are higher than targeted (255 unfunded Students), reflecting the intention to over-recruit, but noting that owing to lagged funding, income for the additional Students won't be received until the following year. Consequently, there are also associated costs in terms of additional Staffing needs to cater for the increased Student numbers. An estimate of in year growth funding has been included (included within recurrent income line), based upon a calculation using the July 2021 methodology, of £280K approximately, representing about 50% of the overall funding due (£565K). This subject was discussed with the ESFA at the strategic review meeting last week (refer Principal's Update above) and it's hoped that the College may benefit from in year funding when the final decision is made, probably next term.
- At the next Resources Committee in March 2022, the end January 2022 management account will be available, when hopefully the actual in year growth funding should be known.
- Employee cost as percentage of income – calculation doesn't take account of unfunded students, although in year growth funding received is included, so that the report is based upon actual income and costs.
- Attention was drawn to the cash position projected as being £1.2m in March 2022 and noting that the associated bank covenant required this to be £1.25m. Jutta Knapp reported that between now and the end of March 2022 the cash figure will fluctuate, but that SLT would be focusing on building up cash where possible and that she was in regular communication with the bank to ensure that they were kept informed. She also advised that the bank's focus was mainly upon the year end outturn.
- There are no significant variances at present (page 107 of the papers), but noting the impact of the in-year growth funding.
- Taking into account the additional Students recruited this year, the overspend on Teaching cost salaries to cater for this, equated to an additional 2 FTE plus associated NI and pay rise (approximately £120K).
- Jutta Knapp agreed with the Committee that it would not be an easy year, unless full in year funding was achieved but the situation was manageable.
- Pay award – 1% Teachers (1.5% had been budgeted) and Support pay award under discussion and likely to also be 1%.
- Page 100 targets – *In response to a question from the Committee regarding the target marked as favourable, Jutta Knapp confirmed that she would revise the accounts prior to circulation to Corporation to reflect the fact that this should read "adverse" and also to revise the figures to read*

16-19 Student numbers 3,437 enrolments 3,145 funded, together also with the current ratio. ACTION: Jutta Knapp

- *The Committee queried the administration and central costs, noting that 1/3 of the monies had been spent in term 1 and it was noted that this related to IT costs.*
- *Page 108 – Governors queried the loan repayments and bank rates (libor), but noted that as advised at the last meeting, that libor would cease and this would be moving to the bank rate as agreed by Governors, based on the options available. Governors queried whether in light of potential increasing rates, whether the College's risk in relation to this, should be reviewed. Based on the feedback from SLT, it was resolved that this would continue to be monitored by SLT and reported via regular risk reports to Governors as necessary. ACTION: SLT*
- **Management Accounts Good Practice Guide – summary and key requirements**

The Committee noted the contents of the Report including the exemplar accounts provided by the ESFA, starting from page 111. Jutta Knapp confirmed that much of the good practice was already followed by the College With some variations to suit the needs and requests made over the years by the Committee Members. It was agreed that the exemplar accounts did present the figures in an understandable format for Governors, particularly those with less financial experience.

The Chair reported that he had discussed the Guide with Jutta Knapp prior to the meeting, and had noted the inclusion of a more visual presentation of some of the figures which could assist Governors. Notwithstanding the fact that much of the Guide's recommended practice has already been adopted by the College, the Committee were asked whether there were any aspects of the Guide, not already incorporated into the College's accounts, which they would like to be added. It was also noted the Principal's Report includes visual summaries of key data sets.

It was agreed to incorporate the following additional aspects:

- Executive Summary form (page 111) for future reports.
- Include the Rolling cash analysis chart – no. 5.
- Include the RAG rate variance analysis and targets
- One of the Governors suggested that taking into account the plan to reduce the amount of meeting papers going to Governors, whether it would be worth asking all Governors which additional information they would prefer to have in future, although it was noted that all Governors were required to receive copies of the Management Accounts.
- It was also agreed that the Committee Chair would liaise with a sample of Governors (not those on Resources Committee), to verify that they are happy with the recommendations proposed above. **ACTION: Marcus Palmer**
- The Committee recommended the adoption of the Management Accounts Good Practice Guide as outlined above. **ACTION: Jutta Knapp/Chair**
- It was agreed that the changes to the Management Accounts as detailed above, would be implemented with effect from the next return due as at 31st January 2021, to be presented to Governors at the March 2022 meetings. **ACTION: Jutta Knap**

3.3 Review Financial Targets

The contents of the paper introduced by Jutta Knapp were considered by the Committee taking into account the College's existing financial targets, together with the equivalent FEC targets, which were in some instances, lower than the Colleges.

- The recommendations within the paper suggest keeping some of the targets unchanged, together with revising others to bring into line with the FEC targets.
- Operating surplus target – noting that the College usually fails to achieve this target, SMT have recommended that this is changed to the FEC target, being 1%. *One of the Committee members stated that it would be preferable to retain the existing target, despite it being difficult to achieve, as the context was useful and comparisons with previous years, made it more relevant.* SLT reminded Governors that it was important to take into account the lagged funding issue, noting that this year this equated to £1.2M of funding; if the College adjusted its target to that given by the FEC, it would be more easily achievable. The ratio does not enable account to be made of unfunded Students. Governors were



also reminded that the College had grown every year for the last 20 years, but unless there were further accommodation developments, future growth would be severely restricted. The Committee agreed that it was frustrating that the College couldn't achieve its target here owing to unfunded Students.

- Staff costs as percentage of income target – bearing in mind that it's widely accepted by SFCs and the SFCFA that it's not feasible to achieve a 70% target, SLT has suggested continuing with the College's existing 75% target. Hence, this is one target where it's recommended that it continues to be higher than the FEC target which is more relevant to the GFE sector.
- Current ratio currently set by the College at 2, but taking account bank borrowing/loan repayments, this is more difficult to achieve. The FEC target is 1.4 which would be easier to achieve and SLT is recommending moving to the FEC target going forward.
- Cash days in hand – recommend mirror the FEC's target.
- Sector EBITDA (earnings before income, taxation, depreciation and amortisation) – retain at 4.
- Borrowing as percentage of income – SLT recommends leave unchanged, noting that there is still room for manoeuvre re future project borrowings.
- ***In response to a question from the committee, Jutta Knapp confirmed that there was no requirement to accept the FEC targets and that Colleges were able to establish their own, subject to reasonableness.*** The Committee was reminded that during the annual meeting/discussions with the FEC that intervention could be triggered by FEC's targets not being met. The fact that some of the College's current targets are higher than the FEC's targets, and were not achieved, are not seen in a negative light by the FEC, so long as the FEC targets are attained.
- Governors recognised that realistic targets should be proposed and where existing targets were not achievable year on year, the College should consider revising these, whilst at the same time, ensuring where relevant that these were in line with the FEC's targets.
- The Committee was advised that academies were able to report differently, reporting surplus before depreciation.
- The Committee discussed the pay as percentage of income target, noting the FEC's figure of 70% which was deemed unachievable by the SFC sector and that this could only be reached by a significant reduction in staffing which would undoubtedly impact on quality and overall achievement. It was agreed that a sudden significant change in the target would not be sensible or reasonable.
- ***The Committee questioned the driver for revising the targets and Jutta Knapp confirmed that following discussions at previous Resources Committee, it seemed a good time to review these. However, she confirmed that the best time to review this would be when the budget is set, ie in the Spring Term. She also added that if the operating surplus target was revised, it could impact on the existing IT work, which needs to be taken into account, particularly in light of the need to bring the College's Digital provisions up to date.***
- Taking into account the above point, it was suggested that the targets should be revisited in the Spring term, so that this would be in place for agreeing the budget in the Summer term, rather than changing the targets mid-year. Furthermore, in response to a request from the Committee, it was agreed to provide a paper for Governors with detailed analysis of the figures leading to the target setting process, to ensure that the data supports the recommendations and Governors' discussions before decisions are made regarding the final targets – in effect in education terms – a "deep dive". However, following a suggestion by the Principal, who explained that taking into account the likely capacity stabilisation for next year, in light of the College's site capacity, this would have an impact on staffing costs to income going forward and would consequently change the operating surplus target. It was therefore suggested that the Committee should defer its further financial targets' review until the following year and leave the current financial targets as they are for this year, which was agreed by the Committee, subject to Corporation approval. **ACTION: Jutta Knapp/William Baldwin**
- Governors were reminded that the financial targets in respect of the Bank covenants, were different to the FEC and College's current own financial targets and that there was no room to change those.

3.4 Conditions of Funding Agreement (ESFA) – significant changes only

The contents of the paper recording the significant changes to the ESFA funding agreement conditions, were noted by the Committee.

At this point the Committee discussed the new requirement for all Colleges to have an external board review every 3 years. It was noted that the College had had an external governance review with John Boyle (National Leader of Governance) in 2017, but it was recognised that the new requirement would be more detailed. A decision regarding the timing of this would need to be made soon as the review would have to take place in either 2021 or 2022. The current thinking of the Chair and Principal, having discussed the matter, was that it may be best to take this forward during 2021/2022 academic year.

3.5 ESFA Dashboard and Financial Health Confirmation

The contents of the Report were noted which confirmed the College's financial health, in line with the College's figures.

3.6 Benchmarking Staff Income Ratio and Comparison with other Colleges (S7 +) – It was resolve to transfer this minute to confidential minutes owing to the sensitive nature of the business. REFER CONFIDENTIAL MINUTES

3.7 Premises Update – incl. bid submission

Jutta Knapp introduced the item and reminded Governors that with Governors' approval, a speculative bid had been submitted by the deadline earlier this year for the capital expansion fund, to convert the Old Theatre to Library space. Planning permission has already been granted for this, but the bid has not been successful on this occasion. It was also noted that Students were in fact using the Old Theatre anyway for performance and drama activities at the moment and that this would be reviewed again next year.

Furthermore, to ensure that the College is ready to take advantage of any further capital grants within the sector, HMW (architects) have been commissioned to review the site and make some recommendations and plans, carry out a space needs assessment, for taking forward the College's further preferred and much needed estates' development, from its Masterplan, such as replacing the "huts" – Student Services Centre and classroom huts. If the College has detailed plans in place together with planning permission, it would mean that the College could move quickly and also be more likely to gain favour with the ESFA grant team, if being able to demonstrate that the College is ready to go. The new project site would aim to include space for support and guidance, student services, welfare and careers and possible the library, together with additional learning support and social space. This would then free up space on the existing site for classrooms – up to 8 or 10 in total.

The next project would aim at focusing upon future growth in Student numbers, unlike the Copper and Elms' Buildings.

Once formal plans are available, Governors will be updated and the necessary approvals be sought regarding plans, bid submission/borrowing needs etc, also involving the Premises Group. **ACTION: WJB/JHK**

3.8 Risk Assurance

Jutta Knapp introduced the paper which detailed the risks within the Risk Register, which were attributable to this Committee, the contents of which were noted, and included the key risks scoring 6 or 9. The Committee endorsed the view that adequate assurance from SMT was obtained by the Committee that risks were being managed with an appropriate level of mitigation.

The Committee agreed that the necessary assurance should be provided to the Audit Committee in respect of the risks attributed to the Resources Committee. **ACTION: Jutta Knapp**

3.9 Digital Strategy and Developments

Mick McLean presented the report, with input from Jacquie Punter (Director of Digital Strategy) including responding to questions from the Committee. The following points were made:

- A number of significant projects have been completed since the last meeting, notably the impact on users owing to Teams/Sharepoint migration, which has been implemented and managed successfully, including cost control. It was acknowledged that there had been some workload difficulties experienced by Staff owing to the timing of implementation, but it was recognised that there would never be a quiet time for this work to have been actioned.



BHASVIC

- Other completed projects noted included the firewall project which is adjusted, based upon audit reports being generated.
 - Going forward, the focus for the next 2 terms will be on improving security issues particularly the cyber essentials, with a number of options, being considered.
 - The College has also moved to Cloud which should improve security too.
 - The global challenges regarding laptop production and delivery was highlighted owing to the pandemic and the College's next delivery is due in late January. This is being managed closely by the College to ensure laptops are allocated on a needs basis.
 - SARAPs – tied to user/customer experience/expectation and separately with respect to computer science subject. A lot of work has taken place creating a suitable IT Support Team and also upscaling the team to manage more Cloud first infrastructure. Currently, the IT Support Team team are looking at SLA management and to ensure that works are progressed in the right order to ensure that incidents are effectively prioritised – this will then provide some breathing space for the IT team to establish expectations and not have to deal with everything as a matter of urgency/with immediate action.
 - Regarding computer science, feedback has been collected, but the requirements and solutions provided by the Computer Science department needs refinement eg via a service level agreement, to define satisfactory delivery. Jackie Punter will be providing support to the teams so that this can be delivered successfully; Mick McLean offered his services to facilitate this.
 - The Principal reported that he had attended the JISC Cyber security breakout session at the recent AoC Conference and the focus was upon preventing cyber-attack, in light of the increase in the number of attacks on educational establishments.
 - Jackie Punter also reported that she had attended an online cyber-security conference last week.
 - The national cyber-crime board tool kit was highlighted as a useful tool for Colleges.
 - A robust recovery system needs to be devised and put into place asap which would be separate from the College's standard disaster recovery plan.
 - ***In response to a question from the Committee, Mick McLean and Jackie Punter agreed that a significant part of the College's IT budget will need to be utilised for cyber-security investment and that this would impact both this and next year's budget. Furthermore, regarding the impact on the College's insurance coverage, Jutta Knapp explained that this was only the third year in which cyber risk coverage (including data loss) had been provided and that the annual premium was currently less than £5K.***
 - Governors were invited to consider whether future Link Governor reports in this area should identify key reporting themes to this Committee and the members agreed to give some thought to this and feedback.
- ACTION: Resources Committee**
- The Committee was informed that a presentation of the College's new Progress Central facility had been given to Q & C Committee and would be useful for future SARAP visits by Governors, together with other curriculum and quality reporting. The Chair of Governors suggested that it would be useful for all Governors to have an opportunity to input into the next stage of Progress Central's development to take into account Governors' needs. The proposal was agreed and the Principal confirmed that following a planning meeting held earlier today, it was intended that Progress Central should continue to evolve and invited suggestions from Governors for future consideration and development. **ACTION: Chair/Principal**
 - ***Regarding the global laptop shortage, a general question was raised by Governors regarding online learning, curriculum choices and resources, together with examination format, noting with regard to the latter that the indications were that examination assessment will gradually move more to more online requirements.*** It was recognised that this could have an impact on the College's computer facilities and resources and that this would have to be carefully managed going forward and may even have an impact on enrolment on certain courses, which only offer online examination/assessments eg criminology. It was noted that further investigation and planning would be needed to manage the potential future challenges regarding IT resources in this area. Reference was also made to the Curriculum Intent document recently considered at the Q & C Committee, noting that laptop resourcing had not been listed as part of the future decision making processes and the Committee wondered whether this aspect should be reviewed. In response, the

Principal reported that this element would be captured on course proposal forms but agreed that it should be added to the Risk Register. **ACTION: William Baldwin.**

- At this point Students using their own devices would also need guidance on how to achieve cyber essential to ensure security was maintained.
- The Committee also discussed back up options noting that the College was currently focusing on Cloud back up for storage at present.

Jacque Punter was thanked for her report and she left the meeting.

3.10 Carbon Footprint Repot and Road Map Progression

William Baldwin presented the paper, the contents of which were noted and that SMT would be taken the various proposals forward and would ensure that Governors were kept up to date regularly.

SECTION 4: CONSENT AGENDA

POLICIES AND OTHER DOCUMENTS

It was recorded that no questions or comments had been received from Committee members prior to the meeting and the following polices/documents were recommended to Corporation for approval:

4.1 Health and Safety Annual Update

4.2 Fire Safety Policy – approved.

SECTION5: OTHER MATTERS

5.1 Any Other Business - None

5.2 Date of Next Meeting – Wednesday 9th March 2022

SECTION 6: CONFIDENTIAL BUSINESS – refer separate record

6.1 Confidential Minutes from Last Meeting held on 21st June 2021 - The minutes were approved by the Committee and the Chair authorised to sign them.

6.2 Matters Arising - refer confidential minutes

6.3 Any Other Business (Confidential Matters) - None.

Louise Pennington

Chair.....*M. Palmer*.....

DATE.....*09/03/2022*.....



**BRIGHTON HOVE & SUSSEX SIXTH FORM COLLEGE
MINUTES OF THE RESOURCES COMMITTEE HELD ON
MONDAY 22nd NOVEMBER 2021 AT 6.00 P.M.
ROOM 504, ELMS BUILDING.**

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

Chair: Marcus Palmer

In attendance: Neil Perry (Vice-Chair of Governors, Audit Committee Member and HR Lead Governor), Genevieve Walter (HR Manager) – for item 2.1 HR, Jacquie Punter (Director for Digital Strategy) for Digital Update item 3.9, Jutta Knapp (Assistant Principal), Louise Pennington (Governance Director/Clerk).

The Minutes include items and Excerpts from Main Minutes classified as CONFIDENTIAL owing to the confidential nature of the business.

3.6 Benchmarking Staff Income Ratio and Comparison with other Colleges (S7 +)

The contents of the paper presented by the Principal, were noted by the Committee. The following points were recorded:

- SLT highlighted that any decision to reduce staffing costs should not be allowed to have an impact on quality of education.
- The paper has not included any aspect for future additional income generation, which this would need to be taken into account via a paper scheduled to go to the Spring term Resources committee. **ACTION: William Baldwin**
- Noting the recommendation above regarding the retention of the College's existing financial targets for another year, it was suggested that a detailed discussion regarding benchmarking etc, should be deferred.
- Account was taken of the national pay awards and the fact that the College had no specific control on pay once the national agreements had been agreed and then endorsed by the College. The College could however, possibly have a greater influence on the recruitment of Teaching Staff by attracting and employing more junior level Teachers which would affect pay; the latter was difficult to implement though as the College would always want to appoint the best candidate, which often means employing someone with more experience. Jutta Knapp informed the Committee that the HR Department were planning to carry out a project to see if there were ways to attract more NQTs etc. Account of the impact made by the fact that there was a low Staff turnover for both Teaching and Support Staff, was also noted.
- Governors were reminded that an income generation paper was also due to be shared with Governors in the Spring Term, which Governors might wish to refer to and consider when making decisions arising out of the benchmarking analysis.
- *Although it was recognised that it was difficult to compare SFCs to independent Schools/Colleges, the Committee noted that some independent Colleges successfully focused on employing a balance of experienced and young inexperienced Teaching Staff, who worked closely together, to ensure the best teaching experience was offer to their students, with excellent outcomes. It was thought that the overall teaching cost average was almost certainly lower than that at BHASVIC.* It was agreed that this aspect could be included within the HR project referred to above.
- *Other points raised by the Committee and considerations to be taken into account, included whether the College was providing good value for money, rather than focusing on pay as percentage of income, review growth and impact on costs, investigate digital options, HR project and finding a means to attract more NVQs, without impacting quality. The Committee would continue to keep this*

matter under regular review with updates in respect of the actions proposed, being brought to Committee by SLT. ACTION: SLT

- The Committee agreed that at this point the pay as a percentage of income should be set at 74%.

SECTION 6: CONFIDENTIAL BUSINESS

6.1 Confidential Minutes from Last Meeting held on 21st June 2021 - The minutes were approved by the Committee and the Chair authorised to sign them.

6.2 Matters Arising - refer confidential minutes

6.3 Any Other Business (Confidential Matters) - None.

Louise Pennington

Chair.....

M Palmer

DATE.....

09/03/2022