Resources, Culture & Impact Committee
Terms of Reference – 2026-27

1. Purpose

Appendix A includes a one-page summary outlining the context and purpose of the Resources, Culture & Impact (RC&I) Committee.

2. Composition

Core Membership	• The CEO & Principal (or designate) – *ex officio* • The Chair of the Board – *ex officio* • Up to six further members of the Board, which may include Independent, Staff and Student Governors.
Co-opted Members	• Up to two Co-opted Members may be appointed for a two-year renewable term of office. • Co-opted Members may not be elected as Chair.
Committee Chair & Committee Vice Chair	• The Committee Chair and Committee Vice-Chair will be annually appointed by the Board. • In the absence of the Committee Chair and Vice-Chair, the RC&I Committee may appoint another member to act as Chair for that meeting.
Lead Officers	• Chief Operating Officer • Executive Director of Finance • Director of People Services
Other Attendees	• The Director of Governance, who will act as Clerk to the Committee. • The RC&I Committee may invite the Corporation's advisers or other third parties to attend meetings as appropriate. • Such persons shall be entitled to speak at the meeting, but not to vote.

3. Meetings & Quoracy

Frequency	• To meet **at least three times a year**, and as required.
Pre-Meetings	• To meet at least annually with trade union representatives, outside of the formal Committee meeting.
Quorum	• 40%, with **at least three members present**. • Co-opted Members have full voting rights and are counted as part of the quorum.
Minutes	• Meeting minutes (excluding confidential items) will be circulated to all members of the Board, via the Governor's portal (Diligent Boards). • Any recommendations for approval will be tabled for Board consideration at its earliest convenience.

4. Relationship With Other Committees

Audit, Risk & Compliance Committee	• Any issues relating to financial controls or processes (including financial risk) sit within the remit of the Audit, Risk & Compliance Committee, whilst any risk to College finances sit within the RC&I Committee's purview.
Estates & Major Projects Committee	• All expenditure outside the remit of the E&MP Committee must be reported and considered by the RC&I Committee for reporting and recommendation to the Board, as appropriate. • The E&MP Committee is responsible for oversight of the procurement strategy, tendering, contract award and delivery. The RC&I Committee will not duplicate this activity but may consider matters escalated to it where proposals are novel, contentious or repercussive (NCR) in nature and require Board-level financial or risk judgement. • The Estates & Major Projects Committee provides oversight of the delivery of environmental sustainability and decarbonisation initiatives within estates, capital projects and infrastructure, operating within the parameters and resources approved by the Board.
Governance, Performance & Reputation Committee	• The Governance, Performance & Reputation Committee determines and advises the Board on the remuneration, pay grading and conditions of service for Senior Post Holders. • The Governance, Performance & Reputation Committee also oversees the effectiveness of the senior post holder appraisal process and the extent to which performance targets are met.

Curriculum, Skills & Quality Committee	• Any matters pertaining to the following areas will have shared committee oversight responsibilities:
	  ○ Arrangements for obtaining the views of staff & students.
	  ○ Diversity, equity and inclusion.
	  ○ Subcontracting arrangements.
	• Matters related to staff recruitment, resourcing and wellbeing are directly linked to the effective delivery of the curriculum provision.

5. Responsibilities

Resources	• To consider and advise the Board on all aspects of the College's finances, per the Financial Regulations, including but not limited to:
	  ○ The annual budget.
	  ○ Reports, key documents and forecasts on financial matters, such as the monthly management accounts, annual financial statements, Financial Regulations and the College Financial Forecasting Return (CFFR).
	  ○ Financial elements of the College's Risk Register and their outcomes, with a view to advise and make recommendations to the Board on financial risk appetite.
	  ○ To ensure robust oversight of the College's sub-contracting arrangements.
	• To maintain and review the Five-Year Financial Plan, and to advise the Board on financial implications and significant financial/ infrastructure risks associated with new capital projects, proposals or ventures.
	• To provide control and oversight, from a financial perspective, of major development programmes considered by the Estates & Major Projects Committee, throughout all of their phases and to ensure adherence to the financial aims and aspirations of the College as set out in the Strategic Plan.

	• To ensure that financial decision-making, including debt write-off, provisioning, banking arrangements and use of public funds, is consistent with the principles of Managing Public Money, including regularity, propriety and value for money. • To consider financial or asset-related matters that are novel, contentious or repercussive (NCR) in nature, including advising the Board on affordability, value for money, risk, reputational impact and the appropriate level of approval or escalation required.
Culture	• To ensure that a culture which inspires a sense of belonging and pride has been established, benefiting both staff and students alike. • To consider and advise the Board on key aspects of the College's People Strategy related activities. • To ensure that the college is managing its people issues effectively, in keeping with good practice and monitoring impact on organisational performance. • To ensure robust systems for recording, storing and reporting staff diversity, equity & inclusion data, as well as effective monitoring of associated policies and procedures.
Impact	• To ensure oversight of environmental and sustainability matters, particularly in terms of alignment with strategic priorities and associated risks, as well as consideration of the social impact on the local communities that the college serves. • To consider the wider organisational, reputational and stakeholder impact of potential NCR transactions, where these may have significant implications for staff, students or the communities the College serves.
Governance	• To review the Committee's terms of reference at least annually. • To deal with any matters specifically referred to the RC&I Committee by the Board. • To initiate and respond to inter-committee referrals as appropriate, where matters fall wholly or partly within the remit of another committee, and to escalate issues to the Board where required. • To obtain outside legal or other independent professional advice as necessary.

6. Non-Delegable Functions

The Board has responsibility for the following duties, for which the RC&I Committee will consider and recommend:

- Approval of the annual budget, including approval of the pay award.
- Ensuring the solvency and liquidity of the College and for safeguarding the assets.
- All substantive accounting information provided to external stakeholders and all substantive accounting data and information used to support decision making within the corporation.
- Publishing arrangements for obtaining the views of staff and students on the determination and periodic review of the educational character and mission of the institution and the oversight of its activities.
- Setting a framework for the pay and conditions of service of staff. With the exception of senior post holders, the CEO is responsible for the appointment, assignment, grading, appraisal, suspension, dismissal and determination of the pay and conditions of staff.

7. Delegable Functions – Policies, Key Documents & Routine Reports

Whilst some functions are non-delegable, certain duties have been delegated to the RC&I Committee for approval. The following table distinguishes between those reports, policies and key documents that have been designated for Committee level (rather than ESCG Board) approval, as indicated in **yellow/bold**:

Item	Joint Review	Approval Level	Frequency
Term Specific Agenda Items			
1. Student Union Accounts & Budget Setting	**-**	**Committee**	**Annual**
2. RC&I Priority Board Key Performance Indicators	-	Board	Annual
3. RC&I Committee Performance Indicators	**-**	**Committee**	**Annual**
Annual Reports			
4. Commercial Report	-	Board	Annual
5. Diversity, Equity & Inclusion Report and Action Plan	CS&Q	Board	Annual
6. Environmental & Sustainability Report	-	Board	Annual
7. Gender Pay Gap Report	-	Board	Annual
8. Health, Safety & Welfare Report	ARaC	Board	Annual
9. Senior Post Holder & Governor Expenses	**-**	**Committee**	**Annual**
10. Subcontracting Arrangements – 2025-26	CS&Q	Board	Annual
Strategies & Master Plans			
11. Five Year Financial Plan	-	Board	Annual
12. People & Culture Master Plan	-	Board	Every 4 Years
Policies & Key Documents			
13. Arrangements for Obtaining the Views of Staff & Students	CS&Q	Board	Every 2 Years
14. Bad Debt Policy	**-**	**Committee**	**Annual**
15. Cash & Treasury Management Policy	ARaC	Board	Every 2 Years
16. Disposal of College Property	**-**	**Committee**	**Every 3 Years**
17. Diversity, Equity & Inclusion Policy	CS&Q	Board	Every 3 Years
18. Environmental & Sustainability Policy	ARaC	Board	Every 3 Years
19. Expenses Policy	-	Board	Every 3 Years
20. Financial Regulations	ARaC	Board	Annual
21. Health, Safety & Welfare Policy	ARaC	Board	Annual
22. Risk Management Policy	ARaC	Board	Every 3 Years
23. Student Support Funds Policy	**-**	**Committee**	**Annual**
24. Tuition & Fees Policy	-	Board	Annual
25. RC&I Committee Terms of Reference	-	Board	Annual

26. Review & Approval

- Committee Review & Recommendation for Approval — 18th June 2026
- ESCG Board Approval — 9th July 2026

Summary of Changes

Version	Effective	Summary of Change	Prepared By	Approved By
1.	3rd July 2023	New RC&I Committee Terms of Reference	Director of Governance	ESCG Board
2.	8th July 2024	• Minor grammatical amendments. • Meeting frequency minimum reduced from four to three times per annum. • Removal of requirement for joint annual meetings with ARaC Committee. • Additional verbiage regarding the oversight of Diversity, Equity & Inclusion for staff. • Joint oversight of the Annual Diversity, Equity & Inclusion Report and Action Plan with the CS&Q Committee. • New term specific agenda item (KPIs) with Board and Committee level approvals. • New Policy – Cash Management Policy.	Director of Governance	ESCG Board
3.	7th July 2025	• Additional annual report for committee level approval. • Amended name for two policies. • Reduced review frequencies for several policies. • Removal of reference to the redundant Environmental, Social & Governance Statement. • New Annual Environmental & Sustainability Report.	Director of Governance	ESCG Board
4.	9th July 2026	• Replacement of the 'Capital Development Board' with the 'Estates & Major Projects' Committee. • Clarification and refinement of RC&I responsibilities in relation to Managing Public Money, novel, contentious and repercussive transactions, and Board-level financial and reputational judgement. • Explicit clarification that RC&I does not duplicate procurement oversight. • New Policy – Bad Debt Policy. • Amended 'Environmental & Sustainability Report' to Board level approval, consistent with the related policy. • New Annual Commercial Report.	Director of Governance	ESCG Board

Appendix A – Committee Context

Resources, Culture & Impact Committee

Strategic Ambition

- ***Resources & Investments:*** *We will ensure East Sussex College's long term sustainability and protect investment in our students, people and infrastructure by strengthening our financial foundations.*

Resource Management

Ensure that effective systems and controls are in place to strengthen the college's financial health, strategic investments and other resources.

Management & Organisation

Hold leaders to account for establishing an inclusive, engaging and collaborative culture, with priority focus on issues associated with recruitment, retention and staff morale.

Statutory Obligations

Ensure that funds and assets are protected, through robust budgetary oversight, effective annual reporting and compliance with legal obligations.



Simplification of Information

Leverage a range of concise and targeted reports, key performance indicators and benchmarking data to identify trends and enable a holistic approach to decision making.

Risk Management

Robustly monitor risks associated with finance, people and infrastructure.

Environmental & Social Impact

Ensure a meaningful contribution to the social outcomes, sustainability and regeneration of the local communities that the college serves.

Strategic Focus

Adopt a 'future proofing' mindset to resource management, thereby enabling the college to rapidly adapt to changing needs, whilst keeping the student experience at the forefront of decision making.