

Resources, Culture & Impact Committee MINUTES

Date	30 th November 2023	Time	12:45-14:30
-------------	--------------------------------	-------------	-------------

Venue	Virtual Meeting – MS Teams
--------------	----------------------------

Chair	Andy Davy
--------------	-----------

Membership – Andy Davy (Committee Chair), Becky Cooke (Committee Vice Chair), Rebecca Conroy (CEO & Principal), Alexandra Cheeseman, Graham Cook, Ashley Heminway, Ian Mehrrens

In Attendance – Hannah Caldwell (Chief Operating Officer), Sam Brasier (Executive Director of Finance), Lauren Crawley (Director of People), Belle Howard (Director of Governance – *minutes*)

Quorum: The meeting was quorate throughout.

Apologies: Becky Cooke, Alexandra Cheeseman

#	Item	Action								
1)	<p>WELCOME & APOLOGIES 12:45</p> <p>1.1 The RC&I Committee Chair opened the meeting at 12:45 with a warm welcome to colleagues.</p> <p>1.2 Apologies were received and accepted from Becky Cooke, Alexandra Cheeseman. Ashley Heminway was absent.</p>									
2)	<p>DECLARATIONS OF INTEREST 12:46</p> <p>2.1 There were no new declarations of interest received.</p>									
3)	<p>MINUTES OF LAST MEETING & MATTERS ARISING 12:47</p> <p>3.1 Approval</p> <ul style="list-style-type: none"> Governors considered the minutes of the last meeting on 28th September 2023. Governors agreed that the minutes were a true and accurate record of what was discussed. <p>3.2 Matters Arising</p> <ul style="list-style-type: none"> 28th September 2023: <table border="1" data-bbox="175 1948 1356 2128"> <thead> <tr> <th>Item</th> <th>Owner</th> <th>Action</th> <th>Due Date</th> </tr> </thead> <tbody> <tr> <td>5.1.1</td> <td>SB</td> <td>Include an additional KPI related to 'Expected Surplus', with a view to report the college's position in the next reporting period.</td> <td>Complete – per Item 5.1 (Appendix B)</td> </tr> </tbody> </table>	Item	Owner	Action	Due Date	5.1.1	SB	Include an additional KPI related to 'Expected Surplus', with a view to report the college's position in the next reporting period.	Complete – per Item 5.1 (Appendix B)	
Item	Owner	Action	Due Date							
5.1.1	SB	Include an additional KPI related to 'Expected Surplus', with a view to report the college's position in the next reporting period.	Complete – per Item 5.1 (Appendix B)							

Item	Owner	Action	Due Date
5.1.2	SB	Exclude the Income Tracker slide from Management Account Presentation updates moving forward.	Complete – per Item 5.1 (Appendix A)
5.1.3	SB	Provide a detailed breakdown of the current cost of debt to the college and associated recommendations related to re-financing options.	Complete – per Item 3.2
5.2.1	SB	Ensure that the new format Management Accounts for 2022-23 utilises a fully accessible colour palette.	Complete – per Item 5.1 (Appendix B). Management Accounts has updated RAG rating letters as well as colour coding.
6.1.1	SB/HC	With input and support from the Student and Staff Governors on tone and message, present an update at the forthcoming round of Student Council meetings on the college's Financial Health Grade.	Pending – an update would be shared during the next round of Student Council meetings in the Spring Term. The Student Governor member would also be invited to attend.
10.1.1	BH	Include the Denton Island Lease Update paper as a late inter-committee referral to the ARaC Committee, ahead of its next meeting on 5th October 2023.	Complete
12.1.1	LC	Update the 'Arrangements for Obtaining the Views of Staff & Students' to list only those items that provided a mechanism for staff to share their views.	Complete
12.1.2	LC/BH	Gather feedback from staff and students on the draft 'Arrangements for Obtaining the Views of Staff & Students' document.	Complete
<p>3.3 Confidential Item</p> <p>A confidential discussion then occurred.</p>			
4)	RC&I COMMITTEE STRATEGIC PRIORITIES		12:54
<p>4.1 Reporting, Approach & Progress Update</p> <ul style="list-style-type: none"> The Executive Director of Finance and Director of People delivered a presentation outlining the following key People Services, Finance Team and shared priorities for the year ahead. The following discussion then occurred: <ul style="list-style-type: none"> The Chair of the Board asked – should 'workload and wellbeing' be captured as a shared priority? The Director of People clarified that 'workload and wellbeing' related to all staff, including members of the Finance Team. However, this could also be reflected as a shared priority moving forward. An Independent Governor asked – had any of these priorities been weighted or ranked? The Executive Director of Finance and Director of People confirmed that they had not been. 			

	<ul style="list-style-type: none"> ○ Governors considered the ‘Performance Management’ shared priority and noted the associated key performance indicators (KPIs) identified – discussion as follows: <ul style="list-style-type: none"> ▪ An Independent Governor asked – can you explain the ‘MyReview’ process? The Director of People advised that MyReview was the College’s newly launched appraisal system, which enabled ongoing performance management tracking through regular staff check-ins. Moving forward, the system would support ongoing succession planning activity and 360-degree feedback processes. ▪ An Independent Governor asked – does the ‘MyReview’ system currently enable the gathering of student feedback for staff? The Director of People advised that this could also be explored for student facing roles. ○ Governors considered the ‘Pay, Reward & Recognition’ shared priority and noted the associated key performance indicators (KPIs) identified – discussion as follows: <ul style="list-style-type: none"> ▪ The Chair of the Board considered the current job evaluation activity and asked – should the wording be amended to validate appropriate pay levels for individual roles rather than individual members of staff? The Director of People confirmed that this would be amended. <ul style="list-style-type: none"> – <u>Action 4.1.1</u> – Update the RC&I Presentation slide related to ‘Pay, Reward & Recognition’ to indicate that the job evaluation process would validate appropriate pay levels for individual roles rather than individual members of staff. ○ Governors considered the ‘Staff Recruitment’ shared priority and noted the associated key performance indicators (KPIs) identified – discussion as follows: <ul style="list-style-type: none"> ▪ The RC&I Committee Chair considered the oversight responsibilities of the Finance Team related to staff recruitment and asked – should cost savings that arose from any open vacancies also be tracked? The Executive Director of Finance confirmed that they could be. <ul style="list-style-type: none"> – <u>Action 4.1.2</u> – Update the RC&I Presentation slide related to Staff Recruitment’ to include monitoring and oversight of cost savings that arose from current staff vacancies. ▪ An Independent Governor asked – should the key priorities also detail a target related to recruitment timescales? The Director of People advised that an appropriate KPI metric had yet to be determined and agreed related to recruitment timescales due to concerns that this may be an arbitrary measure. Governors discussed this at length and agreed that such a metric would provide limited value given that the recruitment process, notice periods and subsequent onboarding process were impacted by several external factors. ▪ An Independent Governor reflected on the need to monitor any additional costs associated with the use of temporary staff during periods of recruitment. 	<p>LC</p> <p>SB</p>
--	--	---------------------

- Governors considered the **‘Control of Staff Costs’** shared priority and noted the associated key performance indicators (KPIs) identified – discussion as follows:
 - **An Independent Governor asked – were the Finance and HR systems sufficiently well linked?** The Executive Director of Finance advised that these systems were currently separate, though explained that the establishment list provided by the People Services Team was routinely used to produce associated budget data. As such, the budgeting and forecasting of staff costs were linked by shared processes rather than joint systems. Governors noted the risk of human error and the need to ensure robust monitoring and oversight of these areas.
 - **The Chair of the Board asked – in which team does Payroll currently reside?** The Director of People Services confirmed that Payroll was overseen by People Services, but this was managed in close collaboration with the Executive Director of Finance.
 - **The Chair of the Board asked – was it due to historical reasons why the College’s Finance and Payroll systems were not directly linked?** The Executive Director of Finance advised that the College historically used the shared services platform, Agresso, which could not be directly integrated with either of the current People Services or Student Services systems. The Director of People Services advised that the functionality within Agresso was somewhat limited, and the College’s existing People Services systems were far superior than the Agresso system. The Executive Director of Finance advised that the use of separate systems for these functional areas was not unusual in the FE sector, but it was important to ensure effective data flow as appropriate.
 - The Chair of the Board reiterated that by not having integrated systems, this increased the risk of mistakes and suggested that this should be revisited as part of the College’s broader plans for a digital review. [Governors agreed.](#)
- The Executive Director of Finance and Director of People concluded their presentation by outlining a summary list of KPIs associated with the proposed strategic priorities for the RC&I Committee. However, concern was raised that this information would be duplicated in other reports.
- The following discussion then occurred:
 - The RC&I Committee Chair reflected that it would be more helpful to receive summary updates on the proposed strategic priority areas and associated progress against key projects, rather than duplicate the KPI information being shared elsewhere. [Governors agreed.](#)
 - **Action 4.1.3 – Remove the summary KPI/RAG slide at the end of the RC&I Strategic Priorities presentation moving forward.**
 - **An Independent Governor asked – how would oversight of the College’s digital strategic priorities be monitored moving forward?** The Chief Operating Officer advised that a Digital Strategy was currently under development and moving forward it would be important to determine the appropriate committee under which oversight and monitoring would sit.

LC/SB

	<ul style="list-style-type: none"> ▪ The Chair of the Board noted that there were linkages to several committees related to the College’s digital and estates provision, such as RC&I (from a financial oversight perspective), CS&Q (from a teaching and learning perspective) and CDB (from a capital development programme perspective). ▪ The RC&I Committee Chair also reflected on the need to ensure greater clarity on the College’s strategic priorities related to sustainability. The Chair of the Board noted that both sustainability, and equity & diversity had impacts and implications across multiple committees. Governors agreed. ▪ Action 4.1.4 – Include an agenda item for Chairs to discuss oversight of the following areas at the next Chairs Group meeting: <ul style="list-style-type: none"> – Digital – Sustainability – Equity, Diversity & Inclusion 	BH
5)	<p>FINANCE UPDATE 13:18</p> <p>5.1 October 2023 Management Accounts & Budget Forecast</p> <ul style="list-style-type: none"> • Ahead of the meeting, Governors raised various detailed and strategic questions related to the Management Accounts, against which the Executive Director of Finance had provided comprehensive answers. • The Executive Director of Finance presented the following update: <hr style="border: 1px solid black; margin: 10px 0;"/> <p>EXEC SUMMARY</p> <ul style="list-style-type: none"> ▪ Budget agreed in July 2023. ▪ The current forecast surplus for the College is £1.13m which is £0.3m more than the agreed budget. ▪ Forecast income has increased by £1.2m compared to the budget with the main movements being: <ul style="list-style-type: none"> ▪ Increase in 16-19 Funding via revised allocation statement £1.5m ▪ Reduction in HE delivery, partly sub-contract £0.4m ▪ Increase in Other Income £0.1m, mainly trips and visits ▪ The main movements on expenditure are an increase in staffing costs of £0.3m and operational , Administration and exam costs £0.7m. Offset by a decrease in HE subcontract costs of £0.2m. ▪ The cash position at the end of October was £5.4m of which £3.25m relates to capital & T-Level allocations received by the DfE in 2022-23 carried over. <ul style="list-style-type: none"> • The following discussion then occurred: <ul style="list-style-type: none"> ○ The RC&I Committee Chair asked – can you explain the minus ‘creditor days’ forecast figure? The Executive Director of Finance explained that the College currently held a debit balance with several of its creditors, which were currently being reviewed. Some of these items related to existing automated Direct Debit payments. As such, further work was needed to review and validate existing creditor reports. The College was not currently encountering any significant delays in payments from its creditors, beyond the 30 days payment period. 	

- **The Chair of the Board considered the ‘debt service cover ratio’ and noted the linkages between the loan covenants with the ESFA and Barclays Bank and asked – why had the ESFA loan not been included in the narrative against this KPI target?** The Executive Director of Finance explained that the debt service cover ratio was linked to the Barclays loan and was considered in the context of unrestricted cash. However, the capital grants that the College had received, had been received for a specific purpose. That said, further consideration may need to be given to the purpose of this KPI metric and whether this was being measured appropriately.
- The Chief Operating Officer advised that the ‘debt service cover ratio’ was a standard ESFA measure, and as such it may be helpful to revisit the Financial Planning Handbook to review the associated definition for this metric.
- The Chair of the Board noted that this would continue to be a priority metric, given that it was the College’s debt service cover ratio that had resulted in a breach in the Barclays Bank covenant. [Governors agreed.](#)
 - **Action 5.1.1 – Review the ‘debt service cover ratio’ definition in the Financial Planning Handbook, with a view to validate that this was being appropriately measured at the College.**
- **The RC&I Committee Chair considered the proposed financial health grade for 2022-23 following the recent bank loan covenant breach and asked – can you provide an update on the resultant reclassification of the College’s debt to short term debt?** The Chief Operating Officer advised that verbal confirmation had since been secured from Barclays Bank that a waiver had been agreed, and a letter of confirmation was now awaited. The Executive Director of Finance clarified that the successful receipt of the waiver letter would result in the reclassification of the College’s debt back to long term debt, effective 1st August 2023.
- Governors considered the cashflow forecast for 2023-24 and noted the split between the capital grant balance and operating cash balance.
- **The RC&I Committee Chair asked – why did the cashflow forecast show a drop in cash on £1.8m in 2023-24?** The Executive Director of Finance explained that the College continued to service a level of debt, coupled with a level of internal investment related to IT and equipment for curriculum delivery.
- **The RC&I Committee Chair asked – how comfortable were the Executive/RC&I Committee with an operating cashflow forecast that showed a drop to £377K at its lowest point in the year?** The Executive Director of Finance advised that the Cash Management Policy due for discussion later in the meeting had proposed a minimum cash level of £0.5m, and consideration would need to be given on whether this was reasonable and appropriate. At present, the College did not currently have a Reserves Policy. That said, there remained a good level of assurance at the bottom line.

SB

6)	<p>COLLEGE YEAR END AUDITED ACCOUNTS – 2022-23 13:34</p> <p>6.1 Accounting Estimates & Areas of Judgement</p> <ul style="list-style-type: none"> • The Executive Director of Finance advised that there had not been any changes to the approach adopted in the prior year. • Governors noted the associated paper. <p>6.2 ESCG Draft Financial Statements</p> <ul style="list-style-type: none"> • The Executive Director of Finance shared the following update: <ul style="list-style-type: none"> ○ The draft Financial Statements were due to be considered by the ARaC Committee later that day. ○ Further to the recent breach of the Barclays Bank loan and the ESFA cross-guarantee covenants, the College’s long-term debts had been reclassified into short-term debt, payable within one year, unless appropriate waivers could be secured. ○ Similarly, the College’s financial health grade had been directly impacted, down from ‘Requires Improvement’ to ‘Inadequate’, pending submission of a Finance Record to the ESFA, self-assessing the College as Requires Improvement, also subject to receipt of appropriate waivers. ○ The ‘Going Concern Statement’ section of the Financial Statements was also yet to be finalised, pending receipt of the required waivers. ○ External Audit had identified some key improvement areas, which included closer monitoring of the loan covenants throughout the academic year, more robust oversight of fixed assets and closer monitoring of cashflow and the financial plan. ○ The surplus before depreciation currently totalled £800K, down from the month 12 forecast of £1.1m, which followed a number of accounting adjustments. ○ There had been some accruals detailed on the balance sheet, which related to 2021-22 activity. ○ The College had delivered 98.5% of its adult education budget, which had meant that there would not be a clawback payment to the ESFA. Apprenticeships and the 16-18 provision had delivered on target. ○ The Denton Island site had been proposed for reclassification as an investment property. This followed the discontinuation of education provision at that site, whilst retaining the property as an asset moving forward. ○ Extensive work had been undertaken to ensure the accuracy of the Fixed Asset Register, with the overall value now stable. ○ The nominal ledger reflected precisely the amounts detailed within the financial statements. 	
----	--	--

	<ul style="list-style-type: none"> ● The following discussion then occurred: <ul style="list-style-type: none"> ○ The RC&I Committee Chair expressed concern regarding the level of variance between the Month 12 position and the Year-End Financial Statements and requested that a variance analysis be shared with the RC&I Committee. The Executive Director of Finance confirmed that this would be provided. <ul style="list-style-type: none"> ▪ Action 6.2.1 – Produce a variance analysis comparing the Month 12 management accounts and Year-End Financial Statements, with a view to share this with the RC&I Committee. ○ An Independent Governor reflected that the Financial Statements appeared relatively clean, providing a helpful baseline moving forward. ○ The Executive Director of Finance advised that the financial statements were a true and transparent reflection of the position for 2022-23. It was unfortunate that the potential breach of bank covenants had not been identified earlier, but moving forward this would be monitored closely. ○ The RC&I Committee Chair noted that the Executive Director of Finance had not been named on the financial statements following the departure of the former Chief Financial Officer. The Executive Director of Finance advised that historically, the financial statements named members of the Executive Team/Senior Post Holders. Governors agreed that the Executive Director of Finance should be included. ○ The RC&I Committee Chair noted that some of the text in the draft financial statements had been highlighted in red. The Executive Director of Finance clarified that this would be amended in alignment with External Audit, pending receipt of the outstanding waiver letters. <ul style="list-style-type: none"> ▪ Action 6.2.2 – Amend Page 3 of the Financial Statements to name the Executive Director of Finance under the key management personnel listed. ○ The Executive Director of Finance also advised that a variance analysis of the surplus position for 2021-22 vs 2022-23 could also be shared as a useful point of comparison. Governors agreed that it would be helpful to also consider this at the next meeting. <ul style="list-style-type: none"> ○ Action 6.2.3 – Provide a variance analysis of the surplus position for 2021-22 vs 2022-23, with a view for this to be considered at the next meeting. ● RESOLUTION – The Resources, Culture & Impact Committee agreed to recommend the Financial Statements to the Board for approval, subject to the agreed amendments. 	<p style="text-align: right;">SB</p> <p style="text-align: right;">SB</p> <p style="text-align: right;">SB</p>
7)	<p>FIVE YEAR FINANCIAL PLAN</p> <p>13:46</p> <p>7.1 The Chief Operating Officer shared the following update:</p> <ul style="list-style-type: none"> ● The key changes since the earlier draft Five Year Financial Plan included: <ul style="list-style-type: none"> ○ A new, College branded format. ○ Updated assumptions following the reforecast at Q1. 	

- Changes to income and pay amounts, since the budget was approved in July 2023.
 - Additional capital budget information.
 - A cashflow forecast.
- A prudent approach had been adopted in drafting the Five-Year Financial Plan, with the inclusion of only that income which was assured or could be reasonably assumed.
 - As such, the plan had included projections related to the recent growth in 16-19 student recruitment, given the lagged funding implications for 2024-25. However, in-year additional income for the current year, arising from increased levels of student recruitment for 2023-24.
 - Similarly, the plan did not currently include additional income related to the adult education budget, though the College remained cautiously optimistic bases upon performance in the prior year.
 - Given that the current economic climate remained volatile, it was proposed that the Five-Year Financial Plan be noted, rather than being submitted for approval at this stage.

7.2 The following discussion then occurred:

- **An Independent Governor considered the range of income streams available to the College and asked – what was the level of confidence in the International provision, given the current political climate?** The CEO & Principal advised that the Director of International remained positive and there were no concerns at this stage regarding future growth, though the situation would continue to be monitored.
- The Chair of the Board reflected that the plan should consider the implications of potential growth and partnership opportunities, as identified as output of the recent Strategy Day in October 2023.
- The RC&I Committee Chair expressed concern about recommending the Five-Year Financial Plan to the Board in its current form, given the projected loss in future years, particularly for 2025-26. [Governors agreed.](#)
- The Chair of the Board reflected that the Board would need to carefully consider the associated assumptions, noting the projection of -1% growth in the 16-19 provision in 2027-28, which was a particular area of concern.
- The Chief Operating Officer clarified that this assumption was based upon a ‘do nothing’ scenario and related to a projected drop in numbers for the 2027-28 Year 11 cohort, and assumed no additional provision delivery for the College in that period. However, the College continued to explore a range of growth and partnership opportunities that were directly linked to the local skills needs agenda.
- **The Chair of the Board asked – when was the Five-Year Strategic Plan due to be submitted to the Board for approval?** The CEO & Principal advised that this would be presented to the Board for consideration at the July 2024 meeting. [Governors agreed that it would be prudent to reconsider the Five-Year Financial Plan at the same time, so that the approval schedule for both items were directly aligned.](#)

	<ul style="list-style-type: none"> ● The RC&I Committee Chair asked – were there any opportunities on the horizon that would improve the current projections for the 2025-26 academic year? The Chief Operating Officer reflected that the primary opportunities related to the existing cohort of students and their ongoing progression through their learner journey at the College. This year had seen an intake of 656 extra 16-18 students, which would equate to up to an additional income of £9K per student, subject to retention levels. ● The Chair of the Board suggested that a slightly less prudent approach should be adopted regarding the current assumptions detailed within the Five-Year Plan, particularly in view of the known growth opportunities for the College, with a view for an updated plan to be submitted to the Board in July 2023. Governors agreed. ● The Chief Operating Officer advised that from the New Year, the adult education budget would be confirmed, and it would also be possible to model in year growth, with a further update to be shared at the next RC&I Committee meeting. <ul style="list-style-type: none"> ○ Action 7.2.1 – Share an update on the Five-Year Financial Plan at the next meeting, with this to reflect amended (less prudent) assumptions and modelled funding allocations for 2024-25. ● The RC&I Committee noted the draft Five-Year Financial Plan. This was with a view to receive a further update on funding allocations at its next meeting; for the plan to be finalised in alignment with the Strategic Plan, and for Board approval to be sought in July 2024. 	HC
8)	<p>STUDENT UNION ACCOUNTS – 2022-23 14:04</p> <p>8.1 The Executive Director of Finance shared the following update:</p> <ul style="list-style-type: none"> ● There had been no expenditure within the Student Union accounts for the 2022-23 period. ● For 2023-24, a budget of £24K had been set and moving forward it would be important to ensure that the Student Union had greater visibility of its available funds. <p>8.2 The following discussion then occurred:</p> <ul style="list-style-type: none"> ● The RC&I Committee Chair asked – were the Student Union funds located in a separate account? The Executive Director of Finance advised that these funds were ring fenced. ● Governors reflected that it was disappointing that the Student Union had again not made use of its available funding. ● The Chair of the Board asked – who could support the Student Union to make use of these funds moving forward? The CEO & Principal advised that the Director of Additional Learning Support would provide appropriate support moving forward. ● RESOLUTION – The RC&I Committee agreed to recommend the Student Union Accounts for 2022-23 to the Board for approval. 	

9)	<p>PROTOCOL FOR ANNUAL MEETING WITH TRADE UNION REPRESENTATIVES – 2023-24 14:06</p> <p>9.1 The Director of People advised that there had been only minor changes to the protocol compared to the prior year.</p> <ul style="list-style-type: none"> • RESOLUTION – The RC&I Committee agreed to approve the Protocol for the Annual Meeting with Trade Union Representatives (2023-24) <p>9.2 Governors agreed that the next meeting with the Trade Union Representatives would be scheduled to take place in the Summer Term 2024.</p>	
Annual Reports		
10)	<p>ANNUAL HEALTH & SAFETY AND WELFARE REPORT 14:07</p> <p>10.1 Governors noted that this report was jointly reviewed with the ARaC Committee.</p> <p>10.2 The Chief Operating Officer shared the following update:</p> <ul style="list-style-type: none"> • Following a review by the ARaC Committee, the report had been amended to include a statement confirming that the minimum requirements for the ratio of First Aiders on each campus had been met or exceeded. • There had been no RIDDOR reportable incidents in 2022-23. • There were a lower proportion of First Aiders based at the Lewes campus compared to the other sites. However, given the lower number of staff and students at the Lewes campus, a total of 17 First Aiders exceeded minimum requirements. • Accidents & Incidents – of the 226 reported across all campuses, 152 were medical incidents and 74 were accidents. There were a comparatively high proportion of students based at the Station Plaza site in Hastings with complex medical needs. Of the 74 accidents across the College Group, the most serious was a fractured finger. <p>10.3 The following discussion then occurred:</p> <ul style="list-style-type: none"> • The RC&I Committee Chair asked – was it appropriate for Fire Risk Assessments to be conducted internally by members of staff? The Chief Operating Officer provided assurance that staff had been fully trained to complete these assessments. • RESOLUTION – The RC&I Committee agreed to recommend Board approval of the Annual Health & Safety and Welfare Report. 	
Policy Review		
11)	<p>POLICIES & KEY DOCUMENTS 14:10</p> <p>11.1 Cash Management Policy</p> <ul style="list-style-type: none"> • Governors noted that this policy was jointly reviewed with ARaC Committee. • The Executive Director of Finance shared the following update: <ul style="list-style-type: none"> ○ The Cash Management Policy had been updated in response to feedback from the ARaC Committee. 	

	<ul style="list-style-type: none"> ○ The policy detailed escalation points in the event of dropping below a minimum operational cash level of £0.5m, thereby allowing appropriate mitigations to be taken. ○ The policy supported effective oversight of both operational and non-operational cash. ○ An appropriate mechanism had been included to enable the College to invest funds in the event of sufficient cash being available. ● The following discussion then occurred: <ul style="list-style-type: none"> ○ The Chair of the Board considered the proposed minimum cash level of £0.5m and reflected that this should be based upon a recommendation from the Executive Team. Governors agreed. ○ The Executive Director of Finance advised that the College continued to receive funding on a monthly basis in standard and equal amounts, two weeks before payroll payments were due to be made. As such, a minimum cash level of £0.5m was reasonable. ○ The RC&I Committee Chair asked – what happened in the event of the operational cash level dropping below £0.5m? The Executive Director of Finance advised that the policy specified key points of escalation, both to the Executive Team and the RC&I Committee, with a view for appropriate mitigation to be taken. ○ The RC&I Committee Chair noted that the Cash Management Policy did not detail a provision for debtors and creditors. The Executive Director of Finance clarified that this was addressed in the College Financial Regulations. ● RESOLUTION – The RC&I Committee agreed to recommend Board approval of the Cash Management Policy. 	
--	---	--

Close		
--------------	--	--

12)	ANY OTHER BUSINESS	14:16
	12.1 There were no additional items raised for discussion.	

13)	DATE OF NEXT MEETING	14:17
	14.1 Governors noted that next meeting has been scheduled for 8th February 2024, 15:00-17:00, which would be an in-person meeting.	

14)	LIVE COMMITTEE SELF-ASSESSMENT	14:18
	14.1 Three responses were received from Governors, live via a Google Form as follows:	
	#	ASSESSMENT QUESTION
	1.	RESULT
	1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?
		100%
	2.	Were the papers succinct, with clarity in the information being communicated and the action required by Governors?
		67% - Yes 33% - Partially
	3.	Did you have all the information you needed to fully participate in discussion and decisions?
		100%

#	ASSESSMENT QUESTION	RESULT
4.	Was there sufficient time to debate priority items in depth?	100%
5.	Were you satisfied that decisions were arrived at in a proper manner?	100%
6.	Was the student experience at the heart of decision making?	33% - Yes 67% - Partially
7.	Did the Chair facilitate the meeting effectively, enabling adequate focus on strategic priorities and creating an environment where a range of perspectives were considered?	100%
8.	Were opportunities created to invite input from Student and Staff Governors?	33% - Yes 67% - No
9.	Any comments or suggestions?	Yes*
<p>*Comments:</p> <ul style="list-style-type: none"> • Some papers were late. • Need staff and student attendees. 		
15)	CLOSE	14:19
15.1 The meeting closed at 14:19.		

Action Summary

Item	Owner	Action	Due Date
3.3.1	SB	Provide further contextual information on the current loan arrangement with the University of Brighton and confirm whether early repayment would be triggered by the existing validations arrangements being discontinued with the College.	Complete
4.1.1	LC	Update the RC&I Presentation slide related to 'Pay, Reward & Recognition' to indicate that the job evaluation process would validate appropriate pay levels for individual roles rather than individual members of staff.	8 th February 2024
4.1.2	SB	Update the RC&I Presentation slide related to 'Staff Recruitment' to include monitoring and oversight of cost savings that arose from current staff vacancies.	8 th February 2024
4.1.3	LC/SB	Remove the summary KPI/RAG slide at the end of the RC&I Strategic Priorities presentation moving forward.	8 th February 2024
4.1.1	BH	Include an agenda item for Chairs to discuss oversight of the following areas at the next Chairs Group meeting: <ul style="list-style-type: none"> • Digital • Sustainability • Equity, Diversity & Inclusion 	Complete
5.1.1	SB	Review the 'debt service cover ratio' definition in the Financial Planning Handbook, with a view to validate that this was being appropriately measured at the College.	8 th February 2024
6.2.1	SB	Produce a variance analysis comparing the Month 12 management accounts and Year-End Financial Statements, with a view to share this with the RC&I Committee.	8 th February 2024
6.2.2	SB	Amend Page 3 of the Financial Statements to name the Executive Director of Finance under the key management personnel listed.	Complete
6.2.3	SB	Provide a variance analysis of the surplus position for 2021-22 vs 2022-23, with a view for this to be considered at the next meeting.	8 th February 2024
7.2.1	HC	Share an update on the Five-Year Financial Plan at the next meeting, with this to reflect amended (less prudent) assumptions and modelled funding allocations for 2024-25.	8 th February 2024