



**436 PRELIMINARY PROCEDURAL MATTERS**

**436.1 Attendance, Apologies for Absence & Chairing**

**Members Present:** Nick Buckland (From Item 437.1.2b)  
Jo Dyne (Chair)  
Patience Egbo  
Tony Medhurst (Principal)

**In Attendance:** Andrew Clare (Deputy Principal Finance & Resources)  
Jayne Chaplin (Clerk to the Corporation)  
Karen Fleet Director of Human Resources & Corporate Development

**Apologies:** Sophia Howells, Cecilia Mutuma

**436.2 Declaration of Interests and Part 2 Agenda Items**

Declarations of interest were received from Andrew Clare as a Director of CK Assessment & Training Ltd and HRG Ltd and Tony Medhurst as a Director of CK Assessment & Training Ltd.

It was **RESOLVED** for Items forming Part 2 of the Agenda to be taken as confidential items.

**436.3 Minutes of the Resources Committee, 19 March 2025 & Matters Arising**

**436.3a Minutes**

The Minutes of the Resources Committee Meeting held on 19 March 2025 were agreed as a correct record and the application of the Chair's signature was authorised.

**436.3b Matters Arising**

Following up on the two ongoing matters, members were advised that:

- The position with the Land Registration (Minute 369.3) remained unchanged
- The ESFA had confirmed its assessment of Outstanding for the College's Financial Health (Minute 1410.2)

Recognising all other matters to be the subject of discussion elsewhere on the agenda or at a later date, it was acknowledged that there was nothing further on which to report.

**437 GROUP PERFORMANCE: THE COLLEGE**

Reports were presented in respect of:

**437.1.1 2024/25 Financial Performance & Developments**  
**a Financial Report May 2025**

In the context of the Group Budget approved in July 2024, setting a target operating surplus for the College of £393k, the position to the end of May 2025 was reported to be a £1,122k surplus against a £526K budgeted surplus, £596k ahead of budgeted expectation.

Reflecting further on the increase in operating surplus against the FY24/25 Financial Plan the key changes highlighted in the Quarter 4 Forecast were reviewed further. Discussion and questioning included:

- i. The changes in income, noting funding of 16-18 in-year growth and additional AEB funding had been confirmed and included in the forecast
- ii. The changes in expenditure, explaining in response to questioning:
  - After communication from the DfE of support toward the cost of NI changes from April 2025, the amount confirmed for the period April 25- March 26, and following the Government announcement of £50M funding towards key strategic priorities, the College expected to receive £202k
  - That whilst the pay award of 4.5% + £500 was higher than originally budgeted it was effective from April and not February 25
- iii. The positive position overall, exploring:
  - In the context of previous discussions, the decreased High Needs income against budget. Discussions with local authorities were confirmed to be ongoing regarding an uplift in rates, then advising members how the instances and impact of below market rates had been highlighted by the internal auditors
  - The potential for any capital projects to be rolled forward into 2025/26 noting scheduling to ensure conclusion by year-end
  - Whether attributed solely to additional funding in-year or any under investment in staff, confirming both to be a factor but highlighting the continuing challenges and impact of the recruitment market with difficult to fill vacant posts across the College and provision made in the budget for 2025/26
  - Any potential risks to the forecast outturn position noting following previous shortfalls in delivery against adult funding, delivery in-line with allocation was imperative to avoid future negative impact. It was confirmed however that the year-end was expected to conclude in line with expectations

After then providing clarification to some further points of details, the year-to-date position was noted.

### **b Sub-contracting Update**

Updating members on progress with the current year College Apprenticeship, AEB, Programmes of Study and sub-contracting activity, and presenting proposals for the forthcoming Academic Year, the summer term report was considered, reviewing:

- i. In respect of 2024/25
  - The one contract variation proposing an increased contract value for CK Assessment & Training
  - The continued arrangements for monthly reporting by Partners of any welfare or safeguarding concerns
  - The CIDORI partnership contract extended to ensure delivery of the increased contract. Highlighting some challenges had been identified with low retention and pass rates on courses, there was confirmation of a detailed action plan and monitoring in place and outcomes for the remaining courses to be considered before agreeing any contracts for the forthcoming year
- ii. The contract awards proposed for the 2025/26 Academic Year presented following due diligence, noting confirmation of no significant differences from those agreed for 2024/25

After consideration, it was **RESOLVED** to **RECOMMEND** for the Corporation to **APPROVE**:

- iii. In respect of 2024/25, an increase in contract value of £59,033 for CK Assessment & Training for delivery of Programmes of Study
- iv. Proposals for 2025/26, for contracts with:
  - The BetterWeld Group for Apprenticeship delivery at a value of £450,000
  - CK Assessment & Training for the delivery of Apprenticeship at a value of £128,000, Programme of Study at a value of £584,688 and GLA ASF delivery at a value of £15,000
  - Tottenham Hotspur Football & Athletic Co. for delivery of Programme of Study at a value of £164,000
  - Aspire Sporting Academy for GLA ASF delivery at a value of £100,000
  - Learning & Skills Solutions for GLA ASF delivery at a value of £100,000 and for GLA ASF (FCFJ) delivery at a value of £40,000
  - New Generation Training & Consultancy for GLA ASF delivery at a value of £144,000
  - SPS Training Solutions for GLA ASF delivery with a value of £100,000

#### **437.1.2 2025/26 Financial Planning**

##### **a. Fees Policy**

Outlining the approach to the setting and operation of fees associated with academic provision for the period 1 August 2025 to 31 July 2026, the College Fees Policy was presented

Prepared in-line with funding body recommendations, the main changes to the Policy were summarised, then noting the potential for more substantive changes when next presented.

Following discussion, it was **RESOLVED** to **RECOMMEND** to the Corporation:

- i **APPROVAL** of the College Fees Policy for 2025/26.

*Nick Buckland joined the meeting.*

##### **b. 2027/28 Financial Plan & 2025/26 Budget**

In the context of the approach to the College Group and updated Assumptions, noting where some information was to be updated but the overall position presented was unchanged, the Budget and Financial Plan (The Plan) were received, proposing:

- i For 2025/26, a Group Budget of an operating surplus of £581k and a College operating surplus of £431k
- ii Over the life of the Plan, achievement of financial objectives, the expectation of maintaining of a Financial Health assessment of “Outstanding” and compliance with Bank Covenants

After recognising where the Assumptions forming the basis for the Plan and the Budget for 2025/26 had been updated following subsequent confirmation of allocations for the year and updated information as the budget setting process concluded, there was consideration of:

- iii College objectives for 2025/26:
  - Reflecting on and recognising the potential challenges with GLA AEB income, Apprenticeship income and Higher Education income notwithstanding the increased allocations

- Noting the approach taken and timescales proposed for a minimum staff pay award of an award of £1,200 or 3%, whichever would be greater, after taking into account September 2025 enrolment.

The referring to the DfE Financial Objective regarding pay as a percentage of income, members reflected on and questioned the achievement of a <65% target, particularly observing the challenges of the current recruitment market, staff retention and increased staff costs. Whilst recognised, the impact was explained of additional action taken in-year which when excluded, resulted in a position closer to target, acknowledging how reporting in this context may facilitate and inform future review and monitoring. Then discussing the extent to which this was a College or Sector-wide issue, members were advised that whilst there was an impact on the College as it responded to growth in numbers, it was a Sector-wide issue, recognised and being highlighted by the FE Commissioner

- Noting the provisional increases in repairs and renewals spending of £150k and plans highlighted in 2027/28 for the sale of an overflow carpark at Broxbourne with proceeds to fund development to enhance student experience
- iv The Plan overall and key risks and sensitivities. After observing the impact on planning of a combination of the inter-dependent and interlinked nature of a number of areas and an absence of detail to support headline information, it was concluded that the Plan was an appropriate balance of prudence and investment in resources and staff to best position the College for the future. The positive feedback regarding the quality of the College estate was highlighted and the need was emphasised to maintain staff morale through the continued approach of financial and other rewards and a positive working environment.

Acknowledging the continuing challenges and uncertainties of the current operating environment, the potential was noted for Assumptions and plans to be revisited and reported on as further information became available.

Following review, it was **RESOLVED** to:

- v **RECOMMEND** for the Corporation to **APPROVE** the 2025/26 – 2027/28 Financial Plan and the 2025/26 Budget.

#### **437.2 Business, Statutory & Compliance**

**a. Business: HR & Corporate Development - Summer Update & Gender Pay Gap Report**  
Developments and activity were summarised. Review included:

- i Discussion of Key Performance Indicators, noting increased recruitment activity and appointments to positions previously difficult to fill and with probation compliance remaining below target, confirmation that options were being considered to facilitate improvement, including for increased escalation
- ii The employment relations matters highlighted and arrangements in place for responding.
- iii The latest Pulse Survey, focused on CSR, noting the results highlighted a need for wider promotion and clarification of the flexible nature of the College policy, recognising how liaison with local charities regarding opportunities available could improve participation, then welcoming from Jo Dyne the offer of an introduction to her company's Head of CSR

- iv Continuous Professional Development activity, particularly noting the introduction of revised arrangements and timescales for the completion of mandatory and refresher training
- v The gender Pay Gap Report noted to represent a snapshot of the position at the time conducted. Reporting a Mean and Median decrease, the impact was highlighted of FTEs and PT on the data produced, confirming there to be nothing of significant concern.

After confirmation of no further legislative developments on which to report, the update was noted.

## **b. Statutory & Compliance**

### **i. Policies**

In the context of arrangements in place to ensure the Corporation's fulfilment of its overall statutory and good practice responsibilities as an education provider and employer updated policies were presented. Summarising the changes members noted:

- Updates to the Anti-Bribery and Environmental & Sustainability policies largely concerned revised dates and titles
- The IT Acceptable Use Policy had been rewritten as one single Policy, replacing the two separate policies for staff and students and now included reference to the approach to and arrangements regarding the use of Artificial Intelligence
- The introduction of a Reserves Policy to ensure compliance with the new condition of funding in this regard. There was particular discussion of the target level of reserves, the circumstances in which such reserves were to be used and the authorisation and monitoring arrangements, observing the proposed introduction of quarterly monitoring and report to the Board by Resources Committee, which it was confirmed would form part of reporting in the Management Accounts.

Following discussion, it was **RESOLVED** to:

- **RECOMMEND** Corporation **APPROVAL** of the Policies for Anti-Bribery, IT Acceptable Use, Reserves and Environmental & Sustainability

### **ii Compliance – 25/26 Governance Arrangements**

Confirming the periodic review of the Committee's composition and its remit to ensure it remained appropriate for the fulfilment of its responsibilities, the arrangements and supporting documentation proposed for the forthcoming academic year were considered.

Following discussion, it was **RESOLVED** to:

- **RECOMMEND** Corporation **APPROVAL** of the arrangements proposed for 25/26

## **438 OTHER BUSINESS & NEXT MEETING**

### **438.1 Any Other Business – Member Departure**

As the final meeting for the Committee Chair, the Committee's thanks was extended to Jo Dyne for all her support and her extensive and always invaluable contribution and insights.

### **438.2 Dates of Next Meetings**

**Wednesday 15 October 2025, 5.30pm**

**Wednesday 10 December 2025, 5.30pm**

**Wednesday 4 February 2026, 5.30pm (only if required)**

**Wednesday 18 March 2026, 5.30pm**

**Wednesday 24 June 2026, 5.30pm**

*All on-line via Teams unless  
advised otherwise*