

MINUTES OF THE MEETING OF THE FINANCE & GENERAL PURPOSES COMMITTEE
HELD: on Thursday 3 July 2025 at 16:00 in 4F07 - DHB Boardroom

Present	In Attendance
Bulbul Barrett (Chair)	Chris Malish (Vice Principal Finance & Corporate Services)
Chris Webb (CEO/Accounting Officer)	Sarah Cooper (Director of People Services)
Lendy Ho	Sarah Towan (Vice Principal Recruitment & Communications)
John Williams (via MS Teams)	Allison Booth (Governance Director)
David Merrett	Rachel Henry (Deputy Governance Director)
Apologies	
David Fearnley	

L/J Denotes the time a Governor left/joined the meeting

Item		Action
1.	<u>Introductions, Apologies for Absence and Disclosures of Interest</u>	
1.1	The Chair welcomed everyone to the meeting.	
1.2	Apologies were noted for David Fearnley.	
1.3	There were no declarations of interest.	
2.	<u>Chair's action</u>	
2.1	There had been no use of Chair's actions since the last meeting.	
3.	<u>Minutes of the meeting of 8 May 2025</u>	
3.1	RESOLVED: The minutes of 8 May 2025, including the confidential annex, were approved to be signed by the Chair as an accurate record of the meeting.	
4.	<u>Matters Arising</u>	
4.1	The Matters Arising Report was reviewed and it was noted that items were on track.	
5.	<u>VPF&CS Report</u>	
5.1	The VPF&CS introduced his report, which served to highlight a number of areas within the other reports on the agenda. Key things to note were:	

5.2	6. F&GP data dashboard, noting the Q3 forecast outcome position of 'Outstanding' Financial Health and all key financial metrics being met with no bank covenant breaches. 8. Q3 Forecast, showing the forecasted year end position had the College meeting all its financial metrics, with no forecasted bank covenant breaches. 10. 3-year financial plan including budget for 2025/26 and capital plan for 2025/26, for recommendation to Corporation for approval. This demonstrated continuing good financial health and the scenario testing that had been done to stress test the budget. Strategic objectives: 11. SO4 - To be an employer of choice 12. SO5 – To maintain a sustainable college 13. SO6 - To grow College income through student recruitment The strategic objectives had been revised by executive leads; to be discussed and recommended to Corporation for approval. 16. People Plan Update – specifically the position regarding the current restructuring. Update on College insurance: Through the use of an insurance broker, the College had been able to maintain the current expiring rates for the main commercial combined insurance policy, in line with the current Long-Term Agreement. The College's overall premium/fee had increased from £350,616 (insurance period 2024/25) to £376,251 (insurance period 2025/26), which equates to a 7.3% increase. This increase was predominantly owing to organisational growth. As with prior years, the College's renewal had outperformed the current market position, with insurers on the whole increasing terms by 15-20% (in addition to increased costs due to growth). Q. Have the level of insurance claims changed at all? A. The number of insurance claims tends to be fairly static, with the majority of these being related to the College estate or minor injuries. These are regularly reviewed by the Audit Committee.	
Strategic Plan Implementation		
6.	<u>F&GP Data Dashboard</u>	

6.1	The VPF&CS presented the F&GP Data Dashboard which provided the final position on Q3. • Capital Programme (Internally Funded) £'000 – overspend had been driven by the match for Garden Mills being paid in 2024-25 rather than in 2023-24. • Capital Programme (Externally Funded) £'000 – due to delays in the FTC development, which was now on track and had a revised profile. • Total Income – This was now forecast to exceed budget, driven by the NI funding and one-off payments to mitigate payment pressures. • HE Income, Advanced Learner Loans and 14-16 Learner Fees (Schools) – These income streams had been consistently below target, throughout 2024-25. • Other Income – This had dropped slightly below target due to the categorisation of the NI funding • Room utilisation – This represented rooms in use and had seen a slight reduction driven by attendance rates and time of year. • Advertising Value Equivalent (AVE) for positive PR – The VPR&C advised that there was little concern over the volume or level of quality of media coverage. Rather, the external monitoring system used had changed the way AVE was measured and valued at the start of the April-25 financial year, which was the reason for the decrease. A number of press publications had also withdrawn from the market which had impacted the data. Meetings had been held with the external company to ratify the exact metrics that would be used moving forwards and to gain assurance that these would remain unchanged throughout 2025-26. Metrics had been reviewed for the 2025-26 dashboard to ensure an achievable target. • Levy funding usage – Currently 45 members of staff were completing an apprenticeship programme. This had exceeded target due to calculations being amended to include all staff completing an apprenticeship, not just those with 'apprentice' in their job title. The DPS advised that this now encompassed those members of staff completing apprenticeships as part of their upskilling or further development. It was hoped that this would increase further as the College began to deliver teacher apprenticeships in-house. Members requested that, in the interests of transparency and clarity, the amended calculations that had been used to calculate levy funding usage in Q3 be applied to Q1 and Q2 and that this be clarified in the commentary.	
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6.2	ACTION: The DPS to add the recalculated levy funding usage for Q1 and Q2 to the Data Dashboard commentary for clarity.	DPS
6.3	The FE Commissioner had recently issued new benchmarking for the Financial Health Score and the EBIDTA benchmark had been revised from 7% to 6%; but the Q1 staff costs as a percentage of income had not been revised from 65%. The VPF&CS advised that staff costs have no impact on financial health rating, rather the component parts were EBITDA, borrowing as a percentage of income and insolvency. Training would be provided to Governors in September on how to access data at a macro level on the DfE portal.	
6.4	ACTION: The GD to circulate the correspondence from the FE Commissioner on the new benchmarking to members.	GD
6.5	Q. Will the target of 250 be retained for growing alumni numbers? A. We are hoping so, discussions from a staffing resource perspective have taken place in BP sessions with the student services, recruitment and wider curriculum delivery teams. We are looking at how to better utilise links with alumni. The metric will be underpinned by an engagement strategy and plan.	
6.6	Q. Do we hold alumni events? A. We invited former students to join our Women in STEM week and would like to expand the scale and reach of alumni events.	
6.7	Q. Considering that we have exceeded our 14-16 Recruitment target, why has the 14-16 Learner Fees target not been met? A. With 14-16 recruitment, the funding does not come with the learner; the school buys the place per year. The shortfall is therefore due to high turnover, early withdrawals and fluctuations in student numbers. We haven't had a funding policy in place previously, so if students left in the first four weeks, schools were not eligible pay us. The VPF&CS has been working on getting the funding mechanisms in place for this coming academic year, including a funding policy, to ensure this issue is not repeated.	
6.8	Q. Is the staff turnover metric affected by restructuring? A. Not for Q3, but it is higher year-to-date than previously, so we expect this will go over 15% by the end of Q4.	
6.9	Q. What is driving the downward trend in staff turnover? A. Turnover is a lot lower in comparison to other Colleges. The turnover figure is cumulative year-to date, rather than a 12-month rolling total. However, sector challenges, teacher workload, pay, industry are all contributing factors. This is a challenging target for a large inner city FE College.	

6.10	Members requested that commentary be added to the dashboard to explain the potential effects of restructuring on staff turnover metrics. ACTION: Commentary explaining restructuring impact on staff turnover metrics to be added to the dashboard. Members reiterated the request that commentary be added to the dashboard, particularly when an item was rated as red and requested that short definitions of the metrics to be added where relevant.	DPS
Finance 2024-25		
7.	<u>Management Accounts (May 2025)</u>	
7.1	Members considered the Management Accounts for May and the Q3. The VPF&CS advised that everything was on track, with the College performing slightly ahead of schedule. The VAT refund of £0.62m had contributed to the College's positive position and the additional pay rise meant staff costs were slightly favourable to budget. The cash balance was higher, but this was predominantly driven by advanced funding ahead of need and delays in capital projects. The College was performing better than budget on the majority of metrics. Even when factoring in the additional money for capital grants, performance in terms of current ratio remained good.	
7.2	Q. Were you expecting the VAT refund? A. Yes, we were expecting it but this is a one-off payment. It has taken a long time to get this processed through our utility providers. A rebate was requested, but this necessitated recalculation of circa 400 bills. Circa £600k rebate was identified as due. We have subsequently received an invoice from a gas supplier claiming that we owe £700k, our brokers are now in dispute with this supplier as they do not view this as a valid claim.	
7.3	Q. Why does operating expenditure increase to £4.3m in July 2026? A. In the prior year, initiatives were taken around the year end on College's cashflow utilise working capital by paying some invoices early. This is unlikely to happen this year, or for subsequent years. The cashflow will be updated to reflect this.	
8.	<u>Q3 Forecast</u>	

8.1	Following the third performance review process and Q3 financial forecast, the College had produced a revised financial forecast for 2024/25 and provided analysis of the variances to the plan signed off in July 2024. • Outturn was looking positive at £1.12m. • EBITDA was £4.9m versus a budget of £4.53m. • The College was meeting all of its financial objectives and the forecast Financial Health at year end was 'Outstanding'. • £0.3m of higher operating income could be broken down as follows: 16-19 Funding - £0.6m AEB - £0.3m Apprenticeships - £0.2m Advanced Learner Loans – (£0.2m) Education Contracts (£0.5m) Commercial income £0.3m HE Fees (£0.4m) • The year-end cash balance was £15.5m compared to a £10.6m balance approved in July 2024. The cash position was higher than the budget primarily due to lower capital expenditure on the projects. The year-end balance included £4.1m of capital grants to be spent. • The College was meeting its banking covenants in 2024-25 and 2025-26. • There was no anticipated cash sweep in 2024-25. The cash sweep relating to 2023-24 was £58k to ESFA and £58k to the Bank. The VPF&CS advised that lower 16-18 income was mainly due to under recruitment on T-Levels, but this was compensated for in the regular 16-18 numbers.	
8.2	Q. Will the £836k being paid for the employers' NI increases meet the associated pay costs in full? A. We weren't expecting full reimbursement and had anticipated receiving 80-85% of the cost. We will in fact be receiving circa 98% which will impact the budget positively next year.	
9.	<u>Staff Pay Proposal</u>	
9.1	<i>A separate confidential minute was recorded – see annex.</i>	
Finance 2025-26		
10.	<u>Student Recruitment</u>	

10.1	The VPR&C provided an update on the forecast student recruitment position for 2025-26: 16-18 Study Programmes: Now at 4,246 against an allocation of 4,242 for 2024-25. The application profile was looking strong for 2025-26 starts. Adults: WYCA and FCFJ on track to exceed target income £277k for 2024-25; stable pipeline for 2025-26 to achieve recruitment targets. Higher Education: In-year position unchanged; pipeline for 2025-26 challenging but achievable. Apprenticeships: Income surplus to budget forecast for 2024-25, due to increased carry-in and increased volume of higher value apprenticeships. Pipeline for 2025-26 was looking strong. The VPR&C advised that the Admissions Team were working hard to maximise conversion from applications to admissions where possible. Applicant admission onboarding days were being held to invite applicants in prior to the UCAS embargo period when communication with applicants was prohibited. There was a lot of interest in teacher training study and it was likely that the College's PGCE/QTS courses would have waiting lists. Places were limited due to the number of available placements in schools. Long-term growth opportunities in this area would be maximised.	
10.2	Q. If we received the required funding for construction, would we have time to increase building capacity? A. We can look at smarter timetabling and short- term facilities within the existing estate, there may be space available in the Lister Building. We are closely engaging with applicants to determine a more definite applications figure, so we can better understand what resource will be required.	
10.3	Q. Why is the target for HE recruitment for Science, Computing and Allied Health for 2025-26 so low? A. This was analysed as part of the HE proposal and 'Project Change', which is why we are reviewing the provision and what we are providing. The shift in to multiple funding streams has caused some of the dip. We stopped the BSC Hons in Computing and shifted to an HNC/HND model which has not seen any uplift in the last 18 months.	
10.4	Q. What is the course of action on the oversubscribed SEND / High Needs applications?	

	A. Disability Services are working with the Local Authority on the referrals. We are pushing back where we can't meet specific needs and getting closer to the funded position. The Local Authority have previously been willing to support in-year growth and we will be lobbying for this again, if required.	
11.	a) <u>3-year financial plan 2025/26 to 2027/28</u>	
11.1	Three rounds of rigorous business planning had been undertaken, which involved detailed examination and challenge of Departmental plans and resulted in a three-year financial plan. The plan anticipated income (excluding capital grants and interest) increasing from £62.7m forecast for 2024/25 to £72.3m for 2027/28; reflecting confidence in the recruitment process and the underlying provision being offered to the students and employers in the district. Given the complexity of funding streams, it was likely that there would be some variation in individual income lines but the overall growth was considered prudent by the Senior Leadership Team based on current intelligence and estimates. A turnover of £72.4m would provide an excellent planning total, against which to target improvements in the staff cost base over the three years. This forecast outturn would result in a financial health rating of 'Good' for the first two years of the plan, rising to Outstanding in 2027/28 due to the underlying operating position and the planned reduction in debt. With improving income position and debt continuing to reduce, the College meets its 2025/26 loan covenants.	
11.2	Q. Are the Appleton and Little Germany buildings listed in the fixed assets? A. Yes, they are listed under 'Land and Buildings', due to the previous sales falling through, neither building was factored in this financial plan on a prudency basis, on advice from the auditors.	
11.3	Q. Is the timing and scale of the HE refresh factored in to the 3-year financial plan? A. It is assumed that there will be a reduction in 25/26 and then a level of growth in 26/27 and again in 27/28. Again, this is with the assumption that the new HE provision will be in place. Annual updates will be made to the 3- year plan, to reflect any revisions that need to be made.	

11.4	Members requested that the annual revisions and assumptions relating to the new HE provision were highlighted in the 3- year plan, prior to it being presented at Corporation for approval.	
11.5	RECOMMENDATION: Subject to the requested wording on HE revisions, the 3-year financial plan 2025/26 to 2027/28 is recommended to the Corporation for approval.	
11.6	b) <u>College Financial Forecasting return (CFFR)</u> RECOMMENDATION: That the College Financial Forecasting return (CFFR) is recommended for Corporation to approve its submission to the DfE.	
Strategic Objectives		
12.	The CEO stressed the importance of members mutually agreeing the targets set out within the Strategic Objectives (SOs), as these would inform the Master Targets file and also the Data Dashboard. The CEO advised that it was essential that there was an agreed consensus prior to the SOs being recommended to Corporation as it was not regarded as good practice to change targets in-year.	
12.1	<u>SO4 – To be an Employer of Choice</u> The DPS advised that Strategic Objective 4 had been updated to reflect key changes, which were: To move the Learning and Development Team from the Head of Learning, Development and Innovation to the Head of HR Services. This would help facilitate a close working relationship between L&D and HR to support and improve the quality of PDRs, the setting of SMART objectives and the ongoing development of a high performing organisation. It would also allow greater collaboration with the development of line manager capability, following the roll-out of the line manager essentials programme this year. The Wellbeing Partner role will also be part of HR Services, again allowing greater collaboration and progress on employee health and wellbeing. The Employment Rights Act will start coming into force as employment changes make their way through government approval processes. Additions had been made to SO4, specifically around recruitment and management of probationary periods (linked to Day 1 employment rights) and the changes around sexual harassment and the employer’s duty to prevent third party harassment.	

12.2	The DPS advised that these changes, coupled with ongoing improvements across the employee life cycle through the SO4 actions would support the delivery of 'employer of choice' in a continued challenging climate. Members requested that going forward, any updates or changes to the strategic plans were clearly highlighted, to allow for clarity.	
12.3	RECOMMENDATION: That Strategic Objective 4 is recommended to the Corporation for approval.	
13.	<u>SO5 - To maintain a sustainable college</u>	
13.1	The VPF&CS presented Strategic Objective 5; the key items to note were: • Complete Future Technology Centre development • Develop RIBA stage 3 design of remaining section of Garden Mills according to need • Dispose of Appleton Building and Doris Birdsall • Identify a location and develop up to RIBA Stage 3 designs for additional construction and Engineering space • Plan for connection of Trinity Green to BEN • Reduction in Electricity usage by 5% • Update and increase electric vehicle charging points to 14 • Create a further 6 occupational health car parking spaces	
13.2	RECOMMENDATION: That Strategic Objective 5 is recommended to the Corporation for approval.	
14.	<u>SO6 - To grow College income through student recruitment</u>	
14.1	The VPR&C presented Strategic Objective 6; advising that the key deliverables were: • Deliver a successful recruitment strategy to achieve growth ambition (achieving budget targets across all segments) • Improve and protect the College's reputation • Build and utilise stakeholder relationships in a strategic way • Engage effectively with schools in a planned strategic and data led approach • Develop and grow employer relationships	
14.2	The VPR&C advised that there was much focus on the new HE brand in terms of its identity, launch and roll out.	

14.3	RECOMMENDATION: That Strategic Objective 6 is recommended to the Corporation for approval.	
Resources		
15.	<u>Estates Strategy Update</u>	
15.1	The VPF&CS advised: • The next phase of fire remedial work works would start in summer 2025 and would involve rectification of the fire compartmentation within DHB. Future works were being planned for ATC and Trinity Green rectifications, which would form part of the 3-year capital budget plans. • The sale of Appleton to the originally interested party had gone silent. A new potential buyer had viewed the property and appeared interested in making an offer, though a much lower offer was now expected, given the condition of the building. Therefore, awaiting an updated independent valuation had been instructed. • The CTS building in Little Germany remained vacant and the sale was progressing, with completion expected in the coming weeks. • Work on the Hard Facilities Management (FM) retender of supply continued. Litmus had visited the site 3 times as they continued to do the benchmarking exercise prior to the retender of the Hard FM contract. Recommendations from Litmus were due at the end of July, with the retender due to be completed by the end of 2025, with the expectation for the date for the new FM contract starting in April 2026. • There had been some interest shown in Doris Birdsall, which would be explored further. • The College had served notice on its lease at Bowling Back Lane, that would come to an end in July 2026. Work continued to progress on the new Junction Mills building that would see the automotive department moving onto the central campus. The work on the tendering for cleaning services provided to the College had concluded, with the framework provider (Crescent Purchasing Consortium) selecting CBRE as the recommended supplier for a three-year contract totalling £2.48m. The expectation was that, subject to approval, CBRE would take over the cleaning services at the end of July, subject to contracts being signed and completion of a stand down period.	
15.2	The VPF&CS advised that he was seeking approval from the Committee to award the cleaning service contract to CBRE.	

15.3	RESOLVED: That CBRE is awarded the contract for the provision of cleaning services for 3 years, with an option to extend the contract for an additional 24 months as a maximum.	
16.	<u>Capital Projects Update</u>	
16.1	The College currently had the following Estates Capital projects open and in train, which were: FTC (Future Technology Centre) – Revised Budget £19,322k (Inc. £3,432k match), £7,246k spent to date. Works were progressing well on site and was currently slightly ahead of programme. The car park purchase had now concluded which had removed a big risk from the project. Garden Mills - The OfS had provided the College with a positive letter of completion. The project had also been shortlisted for Project of the Year by Constructing Excellence for Yorkshire and Humber. T levels Wave 5 – Building Project - Budget £3,046k, with £338k match, 100% spent. Project Complete. Since the last F&GP paper, confirmation had been received from the DfE, along with the held retention monies, that this project had fully achieved all the expected outputs and grant conditions and was officially closed. Salix (Heat District Network) – Budget £2,657k and £364k Match, £1,439k spent to date. This project had continued to progress at pace, with works both internally and externally. Planning for the next round of internal works was ongoing. External connection works were progressing well, and were scheduled to conclude in July. All year 1 funding had been claimed, which was the biggest risk to the project, and the year 2 risk to funding had been reviewed and classed as a low risk due to the mitigations already deployed, and the current status of the project.	
17.	<u>People Strategy Update</u>	
17.1	Organisation Changes <i>A separate confidential minute was recorded – see annex.</i>	
17.2	Staff Survey The DPS advised that a staff engagement survey was carried out in April 2025 and all staff were given the opportunity to complete this and give feedback. In 2024-25, the College also introduced ‘A Great	

	Place to Work’ which was another survey sent out to staff and completed in the Autumn Term, with the accreditation achieved in December 2024; which may have impacted the number of colleagues completing the staff survey. Disappointingly, the response rate for the 2024-25 staff survey had reduced from 70% to 61%, against a target of 80%. This had been picked up with Heads of Department during the PR3 meetings. Despite the lower response rates, the overall engagement scores remained very positive for those that completed it, with an overall engagement level of 91.1% (+1.2% on 2024). Trend data on key questions over recent years demonstrated that high levels of engagement around many questions had continued, including: • I believe in Bradford College’s mission to transform student’s lives – 98% • I feel proud to work for Bradford College – 95% • I feel valued by my manager/team leader – 95% • I have discussed my development needs with my manager – 91% Members acknowledged that, despite the drop in engagement, the results still exceptional and reflected the positive staff culture at the College.	
17.3	Recognition Awards The CEO and SLT had been allocated an action by the Remuneration Committee, to explore non-monetary rewards for all staff and report findings, including projected costings back to Corporation for consideration. The SLT had held a session on ‘rewards, benefits and recognition’. This prompted much discussion in terms of how the employee reward proposition could be further developed. A range of actions were identified, to maintain good practice and drive further improvements in this area. Members noted the considerable work done by the College in this area and expressed that this presented a useful summary. The report would be presented to Corporation for information.	
17.4	ACTION: The GD to add the rewards report to the F&GP update on the Corporation agenda.	GD
17.5	Inprint & Design update Inprint and Design Limited (‘IPD’) is a joint venture company between Bradford College and the University of Bradford. The previously agreed shareholder plan was to wind down IPD, and	

	operations stopped on 31 August 2024, following consultation with the IPD employees. This was in line with a long-standing governor request to remove/reduce the number of subsidiary companies. Since then, the necessary steps had been completed to wind the Company down, with guidance from RSM. The wind down had been completed to give both shareholders the best result in terms of tax liability. Credit notes had been given by both shareholders against the redundancy costs, to ensure the final bank balance remained positive before the voluntary insolvency process commenced. The DPS and a Director from the University completed the main paperwork, witnessed by a solicitor on 20 June 2025. The DPS was now acting as IPD Chair and final signatory, if needed, for the final steps. It was hoped that the process would be completed in the next few weeks. A summary of the process had been provided for Governor information.	
17.6	The CEO advised that in view of the DPS leaving the College on 30 August, consideration would need to be given to who would assume responsibility should the process not reach completion prior to this date. Members requested that an update be provided at the next F&GP meeting.	
17.7	ACTION: The VPF&CS to provide an update on Inprint & Design at the next F&GP meeting.	VPF&CS
18.	College Insurance	
18.1	<i>This was reported in the VPF&CS report under item 5.</i>	
Policies and Statements		
19.	a) Credit Control and Debt Management Policy	
19.1	The Credit Control and Debt Management Policy had undergone its annual review and there were no proposed.	
19.2	RECOMMENDATION: The Credit Control and Debt Management Policy is recommended to the Corporation for approval.	
19.3	b) Financial Regulations 2025	
	The VPF&CS advised that the Financial Regulations Policy had been updated to reflect Treasury Management changes and aligned with the Procurement Act 2023 requirements.	
19.4	RECOMMENDATION: Subject to a few minor amends, the Financial Regulations Policy is recommended to the Corporation for approval.	

19.5	c) HE Fees Policy 2026-27 The HE Fees Policy 2026-27 had been updated to reflect a fee increase and an amendment to a College team name. The VPF&CS advised that due consideration had been given to inflation, the amended fees had been benchmarked against other FE Colleges and were in line with the fee level that Universities had been charging for the last 3 years. It was noted that the HE Fees policy had previously been presented to the Q&S Committee, the policy had been approved, subject to the completion of an EqlA, prior to being presented to the Corporation.	
19.6	The VPF&CS confirmed that an EqlA would be completed prior to Corporation.	
19.7	RECOMMENDATION: Subject to the aforementioned EqlA being completed, the HE Fees Policy 2026-27 is recommended to the Corporation for approval.	
Governance and Risk		
20.	Strategic Risk Monitoring	
20.1	The Committee reviewed the strategic risks for which it has oversight. The VPF&CS advised that there were no proposed changes to the scoring.	
21.	Committee Self-assessment and Terms of Reference	
21.1	The current Finance & General Purposes Committee Terms of Reference had been reviewed and the proposed changes were to reflect: • The change of the Clerk's role title to Governance Director. • The removal of reference to College subsidiaries, as this was no longer relevant. The VPF&CS suggested that the wording be changed on 5.1 from 'Accommodation' Strategy to 'Estates' Strategy.	
21.2	Members considered the Committee Self-assessment against the Finance & General Purposes Terms of Reference and agreed that the Committee continued to perform well.	

21.3	RESOLVED: The Committee agreed that it had fulfilled its Terms of Reference in 2024-25.	
21.4	RECOMMENDATION: That the updated Finance & General Purposes Terms of Reference 2025-26 be recommended to the Corporation for approval.	
22.	2025-26 Schedule of business	
22.1	The Committee reviewed the Schedule of Business which covered each F&GP meeting for the coming academic year.	
22.2	RESOLVED: That the schedule of business for 2025-26 is agreed.	
Any Other Business		
23.	Items for report to the Corporation	
23.1	• Minutes of meeting – 3 July 2025 • May Management Accounts & Q3 Forecast • Staff Pay Proposal • 3-year financial plan including budget for 2025/26 and capital plan for 2025/26 & CFFR • Strategic Objective 4 – To be an employer of Choice • Strategic Objective 5 - To maintain a sustainable college • Strategic Objective 6 - To grow College income through student recruitment • People Strategy Update – Organisational Changes • Financial Regulations 2025 • Committee Self-assessment and Terms of Reference • Report on Reward, Benefits and Recognition for staff	
24.	Any other business	
24.1	The VPF&CS advised that a paper on the School of Arts move would be presented to Corporation next week. The GD confirmed that this item had been added to the Corporation meeting agenda.	
24.2	The Chair closed the meeting at 18:27.	
25.	Meeting Evaluation	
25.1	ACTION: To be circulated by the Deputy Governance Director.	DGD

Approved by the Committee:

B. Barrett

09.10.25

Signed by the Chair

Date

Agreed actions

No	Minute	Action	Who?
1	6.4	The GD to circulate the correspondence from the FE Commissioner on the new benchmarking to members.	GD
2	6.10	Commentary explaining restructuring impact on staff turnover metrics to be added to the dashboard.	DPS
3	9.3	The GD to advise the Remuneration Committee on the one-off payment in relation to SPH's	GD
4	17.5	The GD to add the rewards report to the F&GP update on the Corporation agenda	GD
5	17.7	The VPF&CS to provide an update on Inprint & Design at the next F&GP meeting.	VPF&CS
6	25.1	Meeting Evaluation to be circulated by the Deputy Governance Director	DGD