BOARD OF GOVERNORS: RESOURCES COMMITTEE

Minutes
Tuesday 25 June at 08.30
Online via Zoom

		Meeting Attendance
PRESENT:	Sam Foley *(Committee Chair)*	(4 out of 4)
	Gillian May *(Group Principal and CEO)*	(4 out of 4)
	Antonia Spinks	(1 out of 1)
	Signe Sutherland	(3 out of 4)
	Kiran Virdee	(2 out of 4)
	Angela Wellings *(Chair of Governors)*	(2 out of 4)
APOLOGIES:	Louise Fellows	(0 out of 1)
IN ATTENDANCE:	Susan Brady (Group Director People) Karen Griffiths (Vice Principal Quality and Apprenticeships) Tracy Reeve (Group Director of Governance) Lucy Gill (Group Director of Finance)	
OBSERVER:	Nicole Onyett (Assistant Principal Curriculum: Land and Active)	

PART I

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1. **Apologies for Absence**
The Director of Governance (TR) informed the meeting that apologies had been received as detailed above. It was noted that although appointed LF had not yet received her induction to governance at WFCG; the aim was now to onboard her properly for the start of 2024/25. The meeting welcomed Nicole Onyett (NO) who was attending as an observer. NO informed the meeting that she was currently undertaking a Finance Module on her Level 7 qualification so she was interested to observe the Resources Committee.

2. **Notifications of any other business**
There was no other business notified.

3. **Declarations of Interest**
No Member declared a conflict of interest with the agenda. GM confirmed that she had resigned as a Trustee of Langley Hall Primary School; as previously notified to governors.

4. **Minutes of the Previous Meeting of Resources Committee**
The meeting considered the minutes of the TWFCG Resources Committee meeting of 7 March 2024 which had previously been circulated to all members and **were agreed as a true record. They would be taken as signed by the Chair.**
All Members were agreed

5. **Matters Arising of the Previous Meeting of the Resources Committee**
The Director of Governance (TR) presented a report which confirmed that all matters arising had been actioned or would be actioned in the future (timing not due for completion yet).

- ***Level of Cash Reserves***

TR informed the meeting that the minimum level of cash reserves would be set at 25 days to

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	meet the FE Commissioner benchmark. The 2% of cash reserves included in the 2022-2025 WFCG Strategy Map would be redefined in the new iteration of the Strategic Map 2024-2027. The Chair of Resources Committee (SF) sought confirmation that 25 days was sufficient. Group Finance Director (LG) confirmed that it would be sufficient based on the budget 2024/25 and the plan year when cash days would not fall below 26.66 days. LG highlighted the importance of moving to a cash generating position and a positive EBITDA which was forecast to be achieved in 2024/25. SF asserted the need for management to monitor the cash position very closely as cash would be key. LG confirmed that she would be tracking the cash position very closely; especially in spring 2025 when expenditure for the Top Farm Drive capital project would be incurred.	
	Governors (KV) sought clarity on whether the College had any overdraft or revolving credit facility. GM reminded the meeting that since the ONS reclassification of colleges into the public sector FE colleges could no longer obtain any secured or unsecured borrowing. LG confirmed that she was managing the cash held on deposit carefully to balance access to cash and the best interest rates. LG had already discussed this with the bank and would ensure that WFCG was maximising what was held on deposit whilst allowing flexibility around access to cash for capital projects. KV reminded the Exec of his previous request to have 'net borrowing' shown on the management accounts. GM confirmed that net borrowing was now limited to the re-merger loan held by BCA (this was with the DfE not a bank). LG confirmed that this DfE loan currently stood at £895k and would reduce to £440k by July 2026.	
	Governors (SS) asked whether the spring period each year was still problematic for cash flow due to phasing of ESFA income. LG informed the meeting that the ESFA income was now paid as 12 equal instalments (since ONS reclassification). In addition, the funding for the Teachers' Pension Scheme and the Student Support Income was paid in April which supported cashflow.	
	The meeting asked whether the proposal for a change to the College financial year – to align with Government i.e. April to March year-end – was still being considered. GM informed the meeting that an AoC working group was looking at this issue working with DfE representatives.	
	The update was NOTED.	
	ACTION: KPI for 'Net Borrowing' to be included in future Management Accounts.	**LG**
6.	**<u>Risk Register</u>**	
	The meeting considered the Risk Register for 2023/24 which had recently been comprehensively reviewed and updated by the Senior Leadership Team. The meeting noted the highest scoring risks and the update narrative explaining current mitigation and assurance levels. • <u>Risk 1 Failure to meet budget forecast (risk score remains at 20 'red')</u>: Acute risk linked to financial health. The upwards pressure on pay was still a very real concern. The funding audit had also been an ongoing issue as discussed earlier in the meeting. GM confirmed that the risk was high for 2023/24 but lagged funding would return the College to a positive EBITDA and financial health in 2024/25. • <u>Risk 2 IT Failure with loss of data for staff or students (risk score raised to 16 'amber'):</u> This key risk was now classified as number two on the Risk Register and Governors agreed that this heightened position was appropriate. GM reminded the meeting of the detailed discussions at the Board Strategy Event in May 2024. • <u>Risk 3 Uncertainty and risks associated with emerging national curriculum reforms (risk score remains at 12 'amber'):</u> This key 'acute' risk was being well managed and senior staff were fully engaged in advisory groups linked to reform. • <u>Risk 4 External Safeguarding Risks (risk score remains at 12 'amber')</u>: The meeting was assured that the Executive Team continued to work with all relevant agencies in relation to any safeguarding incidents. The meeting noted that the General Election and possible change of government would mean a likely pause in any future imminent curriculum change. • <u>Risk 5 Poor student outcome data at Langley results in a challenge to the Good</u>	

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	<u>Ofsted rating (risk score remains at 12 'amber')</u>: The meeting was reminded that the Langley data had improved for 2022/23. The CEO confirmed that the Ofsted inspection had now provided a strong external assurance around all aspects of quality for the Corporation.	
	GM informed the meeting that recent AoC briefing had urged caution around any assumption of lagged funding for 16-18 growth being available for the 2026/27 financial year. GM confirmed that growth funding for 2025/26 was secure but future lagged funding was not confirmed and any growth in learner numbers could incur costs with no associated income. The Association of Colleges (AoC) were currently undertaking a lot of lobbying on this matter. The meeting discussed the forecast demographic uplift in Slough postcodes, whereas the RBWM demographic was falling and there was no growth in Surrey postcodes. GM also highlighted the competition that BCA now faced from the new High Wycombe campus for Amersham and Wycombe College. Governor (AS) informed the meeting that the current demographic slump in RBWM would affect Year 7 in 2024/25 so would work through to colleges; there were currently 200 vacant Year 7 seats across the Borough. The problem was noted as most acute in Windsor. GM confirmed that this demographic slump was a national picture not just affecting areas close to WFCG.	
	The meeting discussed the possible impact of the General Election and a possible change in government. GM informed the meeting that none of the manifestos referred to any more funding for post-16 education. The meeting talked about the plight of the HE sector where many of the universities were at financial risk; there was a need for wholesale review. GM reminded the meeting that the WFCG budget 2024/25 and plan 2025/26 was predicated on prudent growth and increase in 16-18 income.	
	The CEO highlighted the risks which were suggested for strike-through and removal and these were agreed by the meeting. It was agreed that the Director IT should update Resources Committee in autumn 2024 with progress against the IT and infrastructure upgrade (as discussed at the Board Strategy day on 17 May 2024).	
	Members NOTED and RECEIVED the updated College Risk Register	
	ACTION: Director IT to present to Resources Committee in Autumn 2024 to talk about progress with IT and upgrade – including a cyber update.	**TR/ DF**
7.	**<u>Budget 2024/25 and Financial Plan 2025/26</u>** The Group Finance Director (LG) presented the budget 2024/25 and the revised financial forecast through to 2025/26. LG highlighted that the outturn was based on actuals for the first ten months (to the end of May 2024). Governors were assured that the budgets for FY25 and FY26 had been produced on a prudent basis. The meeting noted and discussed the following Executive Summary:	
	<u>Income</u>	
	○ **ESFA 16 to 19 income** for FY25 was supported by the ESFA allocation statement which confirmed the income for FY25 at £32.91m net of the Teachers' Pension Scheme (TPS) grant and learner support funds (an 11.4% increase on the prior year). Offers accepted for ESFA full term provision were 8% ahead of prior year which supported the assumption for FY26 of 2.5% ESFA funded growth. LG asserted her confidence in this assumption although recent AoC warnings suggested that the principle of lagged funding being guaranteed might not be in place after 2025/26 (as discussed earlier in the meeting).	
	○ **Adult Education income** including Greater London Authority (GLA) devolved funding was expected to be £3.16 million in FY24, rising to £3.255 million in FY25 based on the known funding formula change. The budget had not assumed any increase in learner numbers for FY25 and was therefore prudent. Thereafter the assumption was that the college group would continue to increase adult provision and income at a rate of 2% for FY26.	
	○ **Apprenticeship income** had been maintained at £2.35m for FY25 due to uncertainty around future funding, a small increase of £50k had been assumed for FY26.	
	○ **High Needs income** – the demand for places would remain constant with the number of ESFA funded places confirmed at 480 for FY25. The budget assumed a 2% increase	

on Element 3 (Local Authority payment) for both FY25 and FY26.

- **Other income streams** had been maintained at FY24 run rates for FY25 except for schools where there was a 2% uplift. The budget for FY26 assumed a 2% uplift on all non-ESFA income streams.

Pay Costs

- The budget assumed a 0% cost of living increase in both FY25 and FY26.
- Automatic increases in pay bands would result in additional pay costs of £690K pa for each year (this equates to 2% of payroll).
- Pay costs assumed £800k saving in pay costs which were underway or already completed but would not impact until 2024/25.
- The budget allowed for wage pressure on new vacancies, especially for teachers in STEM subjects.

Non-pay costs

- A 3% inflationary assumption had been made on all non-pay costs for both years, except for exam fees for FY25 at 6%. The meeting was reminded that with growing learner numbers there would be upwards pressure on exam fees which were non-negotiable.

Capital expenditure

- Capital grant expenditure against allocation for FY25 would be £2.124m, FY26 £0.325m
- IT capital budget had been set at £500k for both years
- Plant and Machinery was £0.2m for FY25 and £0.6m for FY26

Outputs

- EBITDA was forecast to be £1.660m negative in FY24 (worst case), moving to £1.764m positive in FY25 and £1.805m positive in FY26. LG highlighted that this would be the first time the WFCG had generated cash from operation for several years. As discussed at the previous Corporation meeting this cash would be used to fund improvements in IT equipment and infrastructure.
- Year-end cash balances were forecast to be £4.053m in FY24 moving to £3.347m in FY25 and £3.720m in FY26. The year-end cash balance reduction for FY25 related to the spend associated with capital grants. The lowest point for cash days during FY25 would be in spring 2025 when this metric would be at 26.66.
- Financial health for FY24 was forecast to be 160 points (Requires Improvement) moving to 180 points (Good) in FY25 and 180 points (Good) for FY26.

LG reminded the meeting that the College was required to submit the College Financial Forecasting Return (CFFR) to the ESFA by 31 July 2024. The meeting discussed the ongoing challenge around pay costs which would be in excess of 70% for FY24. The Committee Chair asked for guidance on a benchmark for where this figure should be. The CEO reminded the meeting that the sector ‘accepted’ benchmarks were 68% for general FE colleges, 70% for sixth-form and 65% for land-based. The mix within WFCG made it appropriate for the aim to be for the Group to be sub 70% overall. Governors noted that non pay costs well controlled.

The Committee Chair (SF) asked whether the College had access to financial data from other local colleges to see whether WFCG was following a trend in financial health FY24 or whether it was the merger which had negatively impacted the College’s financial health. The CEO informed the meeting that some other local colleges had also seen a rise in application numbers but most – if not all - other FE colleges were experiencing an upward pressure on pay costs. GM asserted that the impact of the merger and the under-estimated costs of the pay harmonisation exercise had negatively impacted finances for 2023/24. This had been exacerbated by the costs of delivering to an additional 264 students without access to the lagged funding until 2024/25. GM highlighted the strain of the automatic pay progression in place at WFCG – which was unusual for the FE sector - which costed the college £680k a year without any cost-of-living increase. The meeting discussed those affected by this automatic pay progression which was clarified as not all staff and the difficulty

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	in changing this for the future even for newly appointed staff. Group Director People (SB) confirmed that any change to staff contracts – even for new appointees - would require Trade Union negotiation. Governors (AW) asked whether the staff were accessing the central government 'levelling up' payments for new teachers in specialist subjects. SB confirmed that this had been flagged with staff but was only available to 'new' teachers to FE (within 5 years of their start date). The meeting discussed the use of sessional, agency and part-time contracts and the impact on pay costs. LG informed the meeting that the most important thing moving forward was for the college to ensure maximum staff utilisation and group sizes for teaching. Management was already looking at support staff costs and how these might be rebalanced and reduced across the group; this would include a review of making the best use of new technology. LG reminded the meeting that an element of sessional staffing was needed to give some flexibility around the teaching resource. Governors were assured that any new vacancies had to be considered and approved at the weekly executive meeting before they were implemented. Governors sought confirmation on where any staff saving around restructuring was shown in the budget and were informed that it was already included in the assumed staffing costs. GM informed the meeting that work underway to release some support staff costs would generates £312k of savings which was included in the budget figures. Governors (KV) challenged management on whether there was more opportunity to centralise support staff across the Group in a central services function. GM reminded the meeting that many of the WFCG functions had already been centralised post-merger including HR, IT, MIS, Marketing and Finance. Only the student facing roles remained with college-based teams. However, as shown in the HR Report (to be considered later in the meeting) the support staff costs at WFCG were higher than the DfE benchmark, but management costs were lower. KV asked for clarity on the format of the CFFR submission and whether it was a spreadsheet or contained a narrative report. LG confirmed that the CFFR was a spreadsheet submission but there was space to include notes. The WFCG submission would be based on the end point FY23 plus 10 months of actual data. The meeting agreed that LG should include a note to highlight the reasons for the FY24 negative EBITDA and the position in relation to the Financial Statements 2022/23 (although not yet signed they would not change from the draft agreed in December 2023 and would not have any impact on the submitted budget). SF asked that the cover paper going to the Board on 3 July with the Budget recommendation from Resources Committee should highlight the ongoing impact of automatic pay progression and the discussions at Resources Committee around the levels of cash reserves. The meeting thanked LG for the clear and comprehensive budget paperwork. ***The meeting APPROVED the budget 2024/25 and the financial plan 2025/26 and would RECOMMEND this to the Board for approval.*** ***ACTION:***	
	i) Budget cover paper for Board meeting to highlight the ongoing impact of automatic pay progression and the discussions at Resources Committee around the levels of cash reserves.	**LG**
	ii) The WFCG 2024 CFFR submission should include notes to highlight the reasons for the FY24 negative EBITDA and the position in relation to the Financial Statements 2022/23 (although not yet signed they would not change from the draft agreed in December 2023 and would not have any impact on the submitted budget).	**LG**
8.	**Estates Update** • *Proposal for E Block at Langley College* The CEO/ Group Principal informed the meeting that a verbal update on the proposal to lease the unused E Block to neighbouring Langley Hall Primary Academy (LHPA) would be taken to the Capital Development Steering Group (CDSG) on 26 June before being brought to the Board on 3 July 2024. ***NOTED***	

- *Minutes from Capital Development Steering Group, 22 May 2024*

The meeting took the minutes from the CDSG meeting of 22 May as read; these minutes detailed the current progress with the land sale at Honey lane BCA.

The CEO informed the meeting that good progress was being made with regard to the sale of the land at Honey Lane to Elivia Homes. The College's solicitor from Field Seymour Parkes would be attending the CDSG meeting on 26 June to update governors. The additional land for the SUDs drainage solution would be included in the main contract. The target was for contract exchange by 31 July so that Elivia Homes released a £500k down payment to the College on a fixed charge. This would be put into the restricted fund and would more than cover any heritage repair costs already incurred. The completion date would be sometime after and would be confirmed as soon as possible. A copy of the draft contract for sale would be considered at the Corporation meeting on 3 July 2024.

GM also informed the meeting that planning permission had now been secured from RBWM for the Top Farm Drive project so this could now move forward according to the plan and budget.

NOTED

9. **Management Accounts May 2024**

The Group Finance Director (LG) presented the management accounts for May 2024 which had previously been circulated to all governors by email. Governors noted that the accounts were being presented on a prudent basis reflecting the performance to date and the on-going cost challenges that the group was facing in the current financial year.

The final key financial indicators for the first five months of the financial year were noted as follows against the February 2024 reforecast budget:

- *Income*: Total forecast income for the year remained on track at £45.874m.
- *Adults*: Strong performance in the Adult Education Budget (AEB) including Greater London Authority (GLA) earnings would result in £130k favourable earnings for the full year. Full year income was estimated to be £3.163m against a forecast of £2.929m. The meeting noted that due to the timing of the receipt of payments for AEB the additional income of £130k would not be in the year end cash balance but would be accrued for and received in FY25. GM confirmed that the college would meet with the ESFA in June to request an increase to this allocation for 2024/25. Strong performance in Skills Bootcamps and Multiply (maths courses) had also improved the income stream for adult learning.
- *Apprenticeship income* remained in line with the February forecast at £2.35m; £200k of this amount would be accrued at year-end for receipt in FY25.
- *Payroll* remained high and continued to be the largest risk to the ongoing financial health of the college group. The worst case for the full year was estimated to be £33.671m; as a percentage of income this would be 70.25%. LG reminded the meeting that several posts had been removed as part of the post-merger restructuring plans however the financial effect of these would not be seen until FY25. Governors were assured that the senior team continued to monitor and act where appropriate to reduce the risk associated with this expenditure.
- *Non-pay costs* continued to be well controlled and managed, there were no run rate concerns.
- *Year-end forecast:* The resulting FY24 forecast on a worst-case basis was a negative EBITDA of £1.660m resulting in an ESFA financial health grade of Requires Improvement at 160 points; this was noted as a midrange RI score.
- *Cash balance:* The cash balance on 31 May was £4.986m, which was £820k higher than forecast resulting from the T level funding received in March 2024 and not yet spent. The cash days on 31 May were 37.02 days which was confirmed as above the sector minimum benchmark of 25 days and was also a continued improvement on prior months (31 March – 27.12 days, 30 April 32.11 days).

The meeting took the detailed Management Accounts as read; the budget 2024/25 agenda item had discussed much of the detail.

The Management Accounts for May 2024 were NOTED and RECEIVED.

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10.	**Applications Report**	

The meeting noted the current applications report for 16-18 programmes at 18/06/24 which showed that the applications for the Group was 13% (631 learners) ahead of the same position in the prior year. The current 'growth' in applications by college was BCA 23% (+391), Langley 17% (+174), Strode's -3% (-33) and Windsor 12% (+99). The big increase at Windsor was largely predicated on the LSIF partnership work and the change of focus for this campus (to Screen Industries) in line with the strategy agreed by the Governors in July 2023. However, applications for all areas at Windsor were showing growth on the prior year. The meeting also noted the offers accepted by college which was running 8% ahead of the prior year; BCA 10% (143 learners), Langley 7% (53), Strode's -1% (-17), and Windsor 17% (78).

GM highlighted the update which had been sent to all governors by email earlier in the day, offers accepted were now at 9% higher than the prior year. Management were now looking at additional data on conversion rates by course and college to produce some more sophisticated predictions. GM highlighted that Langley College had a different profile to the other colleges with a number of additional walk-ins at enrolment. The meeting noted that the second awards evening of the year had been held at Langley College on Monday 24 June; this was a really positive event and parents were very proud. GM asserted her confidence in the lagged funding predictions.

Governors (AW) sought clarity on the extent to which the recent Good Ofsted grading had affected enrolment. GM informed the meeting that as WFCG was already Good she did not believe it had a big impact; there was more of an impact if an institution went from Good to Requires Improvement as a couple of local secondary schools had recently seen.

The meeting discussed the Labour party manifesto pledge to remove one word Ofsted grades especially Outstanding – they proposed a more nuanced scorecard. AS asserted the tension around this as parents were in support of one-word descriptors as they informed their decisions. It was agreed that it would be interesting to see how this developed and how the education sector reacted to any changes to Ofsted; i.e. how schools and colleges interpreted and applied any new guidance into their practices.

The Applications update was NOTED

11. **Human Resources (HR) Report**

The Group Director People (SB) presented a report which provided information for Governors on the group's key HR data for the academic year 2023-24 up to 24 May 2024. The meeting considered the Human Resources Report which contained information and data on the following aspects of the college groups' HR work: recruitment and selection; headcount; staff turnover; sickness absence; staff profile by gender, age, ethnicity, and disability; and the college group gender pay gap. SB confirmed that the HR team were in the process of developing key performance indicators (KPIs) for managers. The availability of real-time data for managers would be accompanied by support in analysis and intervention by the end of this academic year. The KPIs would be available for the start of the 2024/25 academic year, enabling the HR Business Partners to work with their managers in identifying any trends and causes for concern and developing appropriate interventions.

The meeting noted that the Human Resources (HR) department provided a cross-college service at all four college locations. The team had offices in Langley and BCA with regular scheduled presence at the sixth form colleges. SB confirmed that the HR Team was now fully staffed, with a headcount of 12 (FTE of 11.46).

<u>Recruitment and selection:</u> SB confirmed that recruitment remained one of the biggest challenges for the college. Whilst staff turnover was currently 5% lower than the prior year, recruiting teachers in several curriculum areas e.g. engineering, maths, and construction continued to be a challenge. In addition, the availability of suitably qualified and skilled candidates was still low in areas such as administration. As discussed earlier in the meeting candidates continued to demand higher starting salaries. The meeting noted the number of vacancies, appointments, and unfilled posts by college year-to-date 2023/24. In total across the Group there had been 154 vacancies; full year comparisons would be made with the prior year in the next HR Report. The meeting noted that the recruitment team were currently reviewing the use of agencies to ensure that the Group was getting the best value for money.

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SB confirmed that the calibre and quality of applicants was still an issue along with the demands of candidates being at the higher end of the College pay-scales. This problem was not unique to WFCG, the AoC were suggesting it was being seen in all FE colleges. The data showed that WFCG was slowing down recruitment now; in the 18 months post-merger the College appointed 474 staff (versus 214 in the previous 18 months). Although the current data was only for 9 months it seemed to be back to pre-merger levels.

<u>HR Data:</u> SB highlighted the need to introduce Human Resources KPIs and monthly data for managers, to provide a more comprehensive and effective reporting framework. Governors were assured that work on this was underway and would be ready for the 2024/25 academic year covering staff turnover and absence. The meeting noted that staff turnover and absence would be reported as follows:

- By Group: overall, teaching staff, support staff and managers
- By site: overall, teaching staff, support staff and managers
- By department

<u>Headcount:</u> The meeting noted that the average staff in post for the College during 1 September 2023 to 24 May 2024 was 988 (684.37 FTE); an increase of 26 on the previous academic year. The meeting noted the headcount data by College and the split between teachers, support and managers. SB highlighted the DfE national figure of the workforce split: 13% managers and leaders, 47% support staff and 40% teachers. This compared with the WFCG data of 7% management, 53% support staff and 40% teachers. Resources Committee members were reminded that in the recent review of curriculum efficiency undertaken with the FE Commissioner's Team, the conclusion was that WFCG teaching staff were well utilised but that a review of support staff was required. SB confirmed that the Executive team had commenced consultation with the recognised unions and support staff with regards to restructuring and reducing the number of academic leadership roles and administrative staff.

<u>Staff Turnover:</u> At the moment this was looking at a lower rate than in the prior year (at 15.1% this was noted as 5% lower) however, August tended to be a busy month for staff leaving.

<u>Sickness absence:</u> This was fairing quite well with the College at 3.5 days per employee compared to 5.7 days as the AoC benchmark. SB confirmed that as the HR Team developed the KPIs they would look at the incidence of short-term recurring sickness absence versus long-term absence.

<u>Staff Profile:</u> SB highlighted the gaps in many records where staff had not provided data on their gender disability or ethnicity even though they had been asked three times to do so. The missing data led to difficulties in assessing the overall profile of staff; e.g. 290 staff had not completed their disability data. The HR Team had a better picture in regard to ethnicity where the College had 19.49% staff from ethnic minority backgrounds (against the national DfE figure of 14%). SB informed the meeting that the next task for HR would be to analyse the staff ethnicity by site and see how this reflected the student population. It was confirmed that this additional data on ethnicity would be reported to the Resources Committee. Governors (AW) sought confirmation on what the College was doing to encourage staff to declare and whether any management controls could be used. SB informed the meeting that for new recruits the data collection was now mandatory and the issue was with existing staff; SB confirmed that the next move would be to go via line managers.

<u>Gender Pay Gap</u>: The last snapshot data was at 31 March 2023 and this was the first year that WFCG had reported as a College Group. SB confirmed that she had been surprised by the results with a gender pay gap of 14.4% (UK average was 14.3%). The meeting was reminded that FE generally had a high number of female staff (64% in DfE data) but WFCG had 72%. BCA also had more women at lower paid quartile due to the high number of part time Learning Support Assistants.

The Committee Chair asked whether this was enough of a worry to warrant some remedial action. SB confirmed that the college needed to put more effort into attracting males into these roles. The HR Team had recently started using a new recruitment system which would now analyse job adverts to highlight any gender bias. SB informed the meeting that this software had identified that most of WFCG's historical adverts had a female gender bias so there was a need to amend future wording.

AS informed the meeting that she had been involved in a recent project on flexible working for schools. This had concluded that there was a need to make access to flexible working the norm so more men worked flexibly as well. The meeting concurred with the need to

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	destigmatise flexible working – it should not be seen as the preserve of those with caring duties – and that it should be seen as an option for all. SB thanked AS for this useful input which she would consider within the college context. The Chair of Governors (AW) sought clarity on the first key risk cited in the Executive Summary to the paper at section 3.3. SB informed the meeting that this risk related to the full data not being available so the College could be missing out on key issues. SB stated that there was a clear need to think outside the box but she believed the Mirror Board initiative would help the College as well as the Board to challenge thinking around how we do the things we do. AW specifically sought clarity on the phrase – 'lack of awareness around HR drivers'. SB explained with an example that if HR could not identify departments or line managers with the highest turnover T/O they might be missing the need for staff development training for that manager. AW sought, and was given, confirmation that this data would be available by September 2024. ***The Human Resources update report was NOTED***	
12.	**Dates and Times of Future Meetings** TR confirmed that the next meeting was timetabled for Thursday 19 September 2024 at 08.30am on Zoom. All dates in 2024/25 would be confirmed after approval of the draft meeting schedule by the Board on 3 July 2024. The Chair thanked Resources Committee Members for accommodating her request for 08.30 meetings. ***NOTED***	
13.	**Any Urgent Business** There were no other urgent items of business raised.	

The meeting closed at 10.05 am.

Chair.. Date..