

BOARD OF GOVERNORS: RESOURCES COMMITTEE

Minutes

Tuesday 25 November 2025 at 08.30

Online via Zoom

<u>PRESENT:</u>	Sam Foley Jo Croft Louise Fellows Gillian May Signe Sutherland	Governor (<i>Resources Committee Chair</i>) Governor (<i>Chair of Corporation</i>) Governor Governor (<i>Group Principal and CEO</i>) Governor (<i>Vice-Chair of Corporation</i>)
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<u>APOLOGIES:</u>	Antonia Spinks
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<u>IN ATTENDANCE:</u>	Susan Brady Lucy Gill Karen Griffiths Tracy Reeve Wendy Stott	Group Director People Group Director of Finance Acting Deputy Group Principal Group Director of Governance Group Management Accountant
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PART I

<u>MINUTE</u>		<u>ACTION</u>
<u>No</u>		
1.	<u>Apologies for Absence</u> The Group Director of Governance (TR) informed the meeting that apologies had been received from Antonia Spinks.	
2.	<u>Notifications of any other business</u> There was no other business notified.	
3.	<u>Declarations of Interest</u> No Member declared a conflict of interest with the agenda.	
4.	<u>Minutes of the Previous Meeting of Resources Committee</u> The meeting considered the minutes of the TWFCG Resources Committee meeting of 25 September 2025 which had previously been circulated to all members and <i>were agreed as a true record. They would be taken as signed by the Chair.</i> <i>(All Members were agreed.)</i>	
5.	<u>Matters Arising from the Meeting of the Resources Committee 25 September 2025</u> The Group 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). ➤ <u>UCU Trade Dispute</u> The Group Director of People gave the meeting an update on the recent ballot for strike action held by UCU. Out of membership of 111, there had been 64 votes cast in the ballot and 57 of these had supported strike action. There was likely to be strike action in the new year. SB confirmed that an open dialogue was being maintained with UCU and the other unions but the college simply did not have access to any funds to support any further pay awards for 2025-26. Whilst management were looking at non-monetary ways to resolve the dispute the meeting was reminded that holiday entitlement at WFCG was already at the very	

top end compared to sector benchmarks so could not be increased any more. GM informed the meeting that she was holding staff briefings at each college during week commencing 1 December; these would remind staff how tight the budget was and the importance of maintaining the financial improvement seen in FY25. Governors suggested that staff needed to be reminded of their progression pay, 65 day holiday allowance (teaching staff) and the 27% employer contribution to their pension. The meeting sought, and was given, assurances that as the numbers within union membership were low the college would be able to manage the strike action with little impact on teaching; UCU would have to give at least 14 days' notice of the strike date. There was also the likelihood that not all staff who voted would take strike action as they would lose salary on the days they were not working. The Group Finance Director (LG) asserted the importance of maintaining a tight focus on staff costs as any increase to the national minimum wage would put pressure on WFCG pay scales.

NOTED

- **Top Farm Drive written resolution**

The Group Director of Governance (TR) updated the meeting on the written resolution in relation to a contract for additional partitioning work on the new Top Farm Drive building at BCA (sent to Resources Committee members on 11 November 2025 for written approval). The initial works of £66k were not subject to tender but further works had since been scoped with this contractor after the college was let down by another contractor. However, this meant that the total spend in this project with Woodland Commercial would exceed £100k and the college had not completed a formal tender for this part of the Top Farm Drive works. These works were all being covered by grant funding and there was a time limit on completion of the work which necessitated urgency. However, the time limit on extending the contract with Woodland Commercial had elapsed so it had not been extended. The written resolution was never finalised and was withdrawn.

NOTED

6.

6.1

External Audit

➤ **WFCG Financial Statements 2024/25**

The Group Finance Director (LG) presented the draft financial statements 2024-25 and thanked Senior Independent Governor (RL) for his review for typos and consistency. RL suggested that management should develop a 'house-style' template which would give college authors guidance on the correct consistency terminology to be used across WFCG documents and publications e.g. Group Principal and CEO, and College Group. The meeting noted that the narrative was in line with the accepted format for FE colleges and had been drafted with input from the wider SLT.

ACTION: Develop a 'house-style' guidance note for formal college documents.

TR

Members noted that the narrative within this document was not yet finalised as a legacy accounting error had recently come to light and there would need to be a prior year adjustment as a result of audit findings. However, the numbers for FY25 were finalised and were very unlikely to change; the historical accounting error would impact the prior year column which would need to be headed as 'Restated' on the Income and Expenditure Statement (SOCI) and the Balance Sheet. There would also need to be a note in the accounts detailing this prior year adjustment. Members were pleased to note that the current financial position presented for FY25 was a small operational surplus. The meeting considered the financial statements in draft format (they did not yet have the narrative or figures amended to reflect the prior year adjustment). LG confirmed that the external audit had gone to plan and was very thorough.

Prior-year adjustment: LG explained the detail of the recent historical accounting error that had been discovered by MHA during the external audit relating to an inconsistent treatment of deferred capital grants and the related depreciation. The meeting considered the detailed briefing paper which had been circulated in advance of the meeting. A review of historic capital grants for Strode's College and East Berks College (EBC) had identified misalignment between grant income recognition and depreciation of related assets. The errors related to grant receipts from 2004 to 2009 for EBC and prior to the 2017 merger for Strode's, where income had been recognised faster than the associated assets had been depreciated. The meeting considered the detailed paper explaining this. For Strode's, £0.680m had been recognised too early and for EBC, £0.977m had been recognised in

MINUTE
No

ACTION

advance of depreciation. LG confirmed that in total, £1.659m needed to be reinstated to the WFCG balance sheet as a long-term liability, reducing opening reserves as at 1 August 2024 by the same amount. Governors were assured that the impact on the current year (FY25) would be a reduction of deferred capital grants of £0.154m for both grant adjustments; there would be no impact on the cash position or financial health for FY25 which would remain at 'good'. In FY26 there would be a reduction of £0.229m to capital grant revenue prior to any new grants being recognised. LG confirmed that these adjustments would address audit concerns and realign grant recognition with asset lives. Governors were reminded that further work had been undertaken in 2025 to ensure that there was a clear link between assets held in the college's fixed assets register and the deferred capital grants held. The meeting agreed that this proposed 'one off fix' was a better solution than making the correction over a five or six year period. The meeting discussed the wording of the requisite note in the financial statements. LG assured the meeting that she was confident that any subsequent grants had been dealt with correctly and there was a direct link to the fixed assets register. Staff were now very mindful about how to classify the use of grant funding for short term alterations or improvements or longer term changes to the college estate. The Deputy Group Principal (KG) informed the meeting that thought had also been given in relation to newer grants – e.g. the Studio at Windsor College – to reflect that a great deal of this grant was spent on equipment not buildings.

The CEO (GM) reiterated that this prior year correction would have no impact on the FY25 financial health, cash or I&E. GM confirmed that the prior year adjustment would be flagged with colleagues at the Department for Education (DfE) in advance of submission of the accounts.

LG also highlighted that there would need to be a reference in the narrative to the accounts to reflect a breach of Managing Public Money rules discovered by MHA during the external audit. This had occurred with a severance payment paid to a junior member of staff in July 2025; the detail would be discussed later in the meeting (under Any Other Business). The meeting asked that a final version of the accounts should be circulated to Resources Committee members as soon as it was available.

The Audit Committee AGREED to RECOMMEND that the Board (10 December 2025) approved the:

- i) reinstatement of £1.659m of previously recognised capital grant income to the balance sheet as a long-term liability, reflecting the corrections required for grant receipts for EBC in the period to 2004 to 2009 and for Strode's prior to 2017.***
- ii) revised amortisation schedules for both the Strode's and EBC capital grants to ensure that grant income was recognised over the remaining useful lives of the related assets, thereby addressing audit findings and restoring alignment with accounting standards.***

(All Members were agreed.)

ACTION:

- Circulate final version of WFCG Financial Statements July 2025 to Resources Committee Members ASAP.***
- Inform the DfE of the prior year accounting error and the proposed restatement.***

LG/ TR

LG/ GM

Going Concern Judgement

6.1.1

The meeting noted a report which gave governors assurance around the going concern judgement for WFCG. LG reminded the meeting that this judgement had to cover a twelve-month period from the date of signing of the accounts (to 10 December 2026) and evidence had to be provided to MHA to support this judgement. Part of this evidence had been the WFCG College Financial Forecasting Return (CFFR) which was submitted to the DfE in July 2025. The meeting agreed that as detailed in the paper the key financial aspects supported the judgement that WFCG was a 'going concern'. These included:

- **Financial Position:** FY25 ended with a £6.816m cash balance and loan repayments had been met. The cash balance included £2.295m held as 'yet to be spent' capital grants. The meeting commended the 'hockey-stick' recovery achieved in-year and the actual position being in line with the College Financial Forecasting return (CFFR) as submitted in July 2024.

- Covenant: The loan covenant had been fully met at 31 July 2025 and reported to DfE as compliant.
- Improved Outlook: FY26 had started well, with enrolments exceeding budget, stable cash levels and positive EBITDA projected.
- Future Stability: Financial controls and forecasting supported WFCG's status as a going concern. The college was moving steadily towards the FE Commissioner benchmark of 40 days cash.

The meeting agreed that any questions around 'going concern' were less of an issue in FY25 than they had been in the prior year due to the 'hockey-stick' recovery and the financial surplus. LG highlighted the much stronger cash position at the end of 2025 and the positive financial surplus. LG also confirmed that the forecast for FY26 was all on track and in line with the College Financial Forecasting Return (CFFR) as submitted to the DfE in July 2025. Non pay costs were being well controlled and although the pressure on pay remained, staff costs continued to be closely monitored and controlled. There had been no breach of loan covenants and the college was meeting its loan commitments. The meeting concurred with the positive going concern judgement and was given assurance that the external auditors had seen the draft going concern paper and the October 2025 management accounts to further support the going concern judgement. The Chair agreed with the positive movement compared to the same position last year but Governors asserted the need to remain mindful of the going concern judgement.

The Committee Chair thanked all of the Finance Team at TWFCG for their work to date on the external audit. GM highlighted that this was the first year that the draft financial statements had been prepared internally which had saved the college circa £10,000.

The Resources Committee NOTED and RECEIVED the going concern judgement and concurred with the proposal that WFCG continued to operate as a going concern. This would be recommended to the WFCG Board for approval (10/12/25)

6.2

➤ **Audit Findings Report (MHA)**

The meeting noted the draft audit findings report for WFCG from external auditors MHA which was being presented to Resources Committee for information. LG confirmed that this draft would be considered in detail at the Audit Committee on 26 November when the external audit team from MHA would be at the meeting to present their findings. The Committee Chair (SF) and other members confirmed that they had read the draft management letter which gave some useful recommendations in line with previous internal audit recommendations. LG highlighted the recommendations in relation to the fixed assets register which continued to be a focus for improvement. The Group Director of Governance (TR) confirmed that the recommendation in relation to a Conflicts of Interest Policy had already been actioned and would be discussed under Any Other Business.

Members NOTED the draft Audit Findings Report from MHA.

7.

Policies for approval

The meeting considered several policies which were being presented for approval before being taken to the Board for final approval in December 2025.

• **Revised WFCG Financial Regulations**

The Group Finance Director (LG) presented a revised set of Finance Regulations which had been aligned to the Treasury's Managing Public Money rules. The meeting considered the new version which clearly showed all tracked changes. LG confirmed that there was further work to do to amend the Finance Regulations to include expanded guidance on procurement (a recommendation from internal audit in summer 2024). The meeting noted that WFCG had now appointed the Crescent Purchasing Consortium (CPC) to work across the Group for one day a week and help the SLT develop better procurement practice. This would include helping the finance team to write a WFCG procurement policy which would meet the requirements of the Procurement Act 2023. LG informed the meeting that once this was drafted there might be a need to adjust the thresholds in the finance regulations to match.

The Committee Chair (SF) sought additional assurance on the ongoing ability for people to buy goods and services without raising a purchase order (PO). SF reminded the meeting that it had been discussed at Resources Committee in September and the recommendation

<u>MINUTE</u>	<u>ACTION</u>
<u>No</u>	
<p>was to include an explicit 'no PO no payment' rule within the Financial Regulations. LG suggested that this would be managed using drawdown POs and this would be easier to introduce when the new finance system was operational (planned date summer 2026). SF accepted this but suggested that <i>the financial regulations needed to make it explicit that any purchase without a PO in advance would only be permitted in extremely unusual circumstances.</i></p> <p>The Chairs other comments on the finance regulations included the following:</p> <ul style="list-style-type: none"> - Level of 'permitted' gifts: at £50 was this too high or too low. After discussion this was accepted as the correct level. - Family and friends: <i>the reference to purchasing goods or services from family and friends of staff was too lax and should be amended to 'strongly discouraged'.</i> SF suggested that any such instances should be brought to the Resources Committee for approval. The meeting discussed previous example of specialist agricultural services within the farming community. LG also cited the example of a part-time member of staff who also runs a plumbing business with his father. However, this provision had been sourced via a competitive process (three quotes were received and the college was invoiced from the limited company). The meeting agreed that where evidence of price and service testing was in place this was permissible but there was also the concern if anything went wrong as this might be harder to deal with if providers were 'staff' or linked to staff. <i>GM agreed that should be additional executive oversight in this area with a sign-off required at the weekly Exec meeting as an extra control.</i> <p><i>The revised Finance Regulations were APPROVED subject to the suggested changes above and would be RECOMMENDED to the Corporation for approval (10/12/25).</i></p> <p>(All Members were agreed.)</p> <p><i>ACTION: A further review of Finance Regulations to take place spring 2026 to ensure alignment with WFCG procurement Policy.</i></p> <ul style="list-style-type: none"> • <u>Reserves Policy</u> <p>LG informed the meeting that this new policy had been written at the request of the college auditors and reflected the bottom half of the college balance sheet. LG reminded the meeting that once the Honey Lane land sale had been completed there would be a focus on the college's ring-fenced reserves. This area of college finances was also highlighted in the annual financial statements on an annual basis.</p> <p><i>The new Reserves Policy was APPROVED as presented and would be RECOMMENDED to the Corporation for approval (10/12/25).</i></p> <p>(All Members were agreed.)</p> <ul style="list-style-type: none"> • <u>Whistleblowing Policy</u> <p>TR informed the meeting that this policy had been updated by the Human Resources team to reflect recent good practice suggestions in relation to sexual harassment.</p> <p><i>The revised Whistleblowing Policy was APPROVED as presented and would be RECOMMENDED to the Corporation for approval (10/12/25).</i></p> <p>(All Members were agreed.)</p>	<p>LG</p> <p>LG</p> <p>Exec</p> <p>LG</p>
8.	<p><u>Risk Register</u></p> <p>The CEO and Group Principal (GM) presented the updated Strategic Risk Register and Assurance Framework for WFCG 2025/26. This had been updated since considered at the last Resources Committee meeting. The meeting discussed the highest scoring risks and the updated narrative explaining current risk scores, mitigation and assurance levels.</p> <ul style="list-style-type: none"> • <u>Risk 1 Failure to meet budget forecast (risk score reduced to 16 'amber')</u>: Acute risk linked to financial health; the upwards pressure on pay was still a very real concern. GM reminded the meeting that lagged funding, increased funding rates, additional adult and apprenticeship income and tight control of costs had returned the College to a positive EBITDA and financial health in 2024/25. However, pay costs as a percentage of income were still above the 68% target at 70% for FY25 but had shown improvement since the prior year. The possibility of sensitivity in relation to industrial relations and

pay disputes was noted. GM highlighted the financial turnaround and the small operating surplus for 2024-25 which was a massive improvement on the prior year. This risk had been reduced from a score of 20 in September 2025 and GM confirmed that the target score was 12 but the forecast date for achieving this score was September 2026. The meeting agreed that although they were comfortable with this reduction in score there did need to be a review in March 2026 to ensure that the score of 16 was appropriate. The meeting was assured that FY26 first quarter was on track to meet the budgeted operating surplus at year-end.

- Risk 2 IT Failure with loss of data for staff or students (risk score remains at 16 'amber'): Governors were reminded that capital continued to be ringfenced during 2025/26 for essential IT improvements. The systems upgrades (in IT, HR and Finance) to increase efficiency and resilience had been discussed at recent committee meetings and were now being actioned as a priority. The meeting noted that recent progress included cyber essentials renewal and comprehensive staff training on phishing and other cyber threats. Governors (LF) asked for more clarity on how staff were reacting to the additional training and to the block on use of college equipment for personal emails and shopping etc. GM confirmed that the staff reaction had been good to what was perceived as useful training and there had been no negative reaction to the ongoing restrictions around personal use of college IT equipment and systems. Teachers who used YouTube or iPlayer could continue to do so using an account linked to their college emails. Governors sought, and were given, confirmation that the IT team continued to test people's cyber awareness and GM confirmed that fake phishing test emails were regularly sent to all staff to check their understanding and actions. The meeting agreed that there appeared to be strong mitigations in place with the additional training and cultural shift. The Acting Deputy Group Principal (KG) informed the meeting that a cyber-attack table-top training exercise had been undertaken with managers during week commencing 17 November; this had been a recommendation from the internal audit of cyber security (July 2025). KG highlighted that the learning from this event was now being devolved to curriculum teams.
- Risk 3 Uncertainty and risks associated with emerging national curriculum reforms (risk score remains at 9 'green'): This key 'acute' risk was being well managed and senior staff continued to be engaged in advisory groups linked to reform. Senior Staff were working to evaluate future strategies in light of the recently published Skills White Paper and government guidance and sector updates were being closely monitored. GM informed the meeting that the Strategy Governance & Search Committee had asked the CEO to put together a presentation on the White Paper so that WFCG governors could understand the strategic impact and possible changes to the governance role moving forward. This paper would be presented to the Corporation in spring 2026.
- Risk 4 Loss of vehicular access to Slough & Langley (S&L) campus (risk score remains at 12 'amber'): The meeting noted this risk which recently emerged but noted that mitigations were now in place.
- Risk 5 Uncertainty and risks associated with devolution of the Adult Skills Fund (ASF) and future funding arrangements (risk score remains at 12 'amber'): The meeting was reminded that growth in the ASF allocation of 10% had been confirmed for 2025-26.
- Risk 6 External Safeguarding Risks (risk score remains at 12 'amber'): The meeting was assured that the Executive Team continued to work with all relevant agencies in relation to any safeguarding incidents.
- Risk 7 Poor student outcome data in some curriculum areas results in a challenge to the Good Ofsted rating and the resulting impact on quality and reputation (risk score increased from 8 'green' to 12 'amber'): The CEO confirmed that this continued to be a focus for management to ensure consistency across the four campuses. The increased risk score was predicated on a dip in achievement for apprenticeships to 51% (against a national benchmark of 60%) for 2024/25. GM confirmed that the college had self-reported this dip in achievement for Apprenticeships to the DFE and were now working with a specialist from the FE Commissioner's Team. The intervention work and action plan had been discussed in detail at the recent Quality & Curriculum Committee (25.11.25).

Members NOTED and RECEIVED the updated College Risk Register.

ACTION: Reduced score for Risk 1 (down to 16) to be reviewed in March 2026.

GM

<u>MINUTE</u>	<u>ACTION</u>
<u>No</u>	
9.	<p><u>Annual Health & Safety Report 2024/25</u></p> <p>The meeting noted an annual report provided by the Director of Health & Safety and Transport which included details of Health and Safety (H&S) Management at BCA, Incident Reporting, Training, Policy & Procedure, and Insurance Inspection and internal audit. The detailed report was taken as read but the meeting commended the detail provided for their assurance which demonstrated that H&S was well managed across WFCG. GM highlighted that the prior year figures for incidents and accidents would be confirmed and included before the report was taken to the Board for information. KG highlighted that all four colleges were now running regular 'shelter-in-place' drills as well as fire drills. Governors asked whether there was benchmarking data for H&S incidents/ accidents across the land based sector but GM confirmed that this was not available.</p> <p><i>The Health and Safety Report 2024/25 was NOTED and RECEIVED.</i></p>
10.	<p><u>Human Resources (HR) Report</u></p> <p>The Group Director of People (SB) presented the standing Human Resources update to the committee. Detailed briefing was provided on the new Employment Rights Bill and the development of an Employee Representative Body at WFCG.</p> <ul style="list-style-type: none"> • <u>Employment Rights Bill (ERBill)</u> <p>SB presented a paper outlining the changes being brought in by the new Employment Rights Bill along with a detailed schedule showing the impact of the proposed changes. The meeting noted that the Employment Rights Bill was the first phase of delivering the government's 'Plan to Make Work Pay' aiming to support employers, workers and unions to 'get Britain moving forward'. It was first outlined in the UK Government paper 'Next Steps to Make Work Pay (October 2024). SB confirmed that the Bill was expected to take up to two years for implementation but Royal Assent was expected in 2026. The first element to be implemented was expected to be in relation to certain rights applying from the first day of employment including statutory sick pay, protection from unfair dismissal and entitlement to paternity leave or unpaid parental leave (target date autumn 2026). The meeting noted all changes planned by the ERBill and the impact on WFCG compared with current policy and practice. SB assured the meeting that the changes were not unexpected and WFCG had already taken or was planning action to comply with the new requirements. For example, a Menopause Action Plan was already on the HR work plan for 2025-26. SB highlighted that one area which would need careful consideration was in relation to zero-hours contracts; however, there was plenty of time for the HR Team to analyse what any zero hours staff at WFCG did and how the Group would adjust these contracts to change to guaranteed minimum hours. Governors sought confirmation on how many zero-hours staff there were across the Group and SB confirmed that this was currently circa 150 staff mostly in academic roles. The meeting commended the early planning within HR and the clear action plan to respond to future changes in legislation.</p>
10.2	<ul style="list-style-type: none"> • <u>WFCG Employee Representative Body (ERB)/ Mirror Board</u> <p>The meeting noted a paper which outlined progress towards establishing an ERB for the Group. At the Mirror Board meeting on 24 October 2025, members discussed the formation of an ERB and its potential structure. The Mirror Board considered how an ERB could strengthen collaboration and give staff a clearer voice. The meeting noted the following key points which had emerged during Mirror Board discussions:</p> <ul style="list-style-type: none"> ➢ The ERB should focus on collective and strategic issues, distinct from individual grievances, which continue to be managed through line management and HR channels. ➢ The group recognised the importance of inclusive communication, balancing local engagement with a unified group perspective. There was strong support for local representation, ensuring all college sites have an active voice feeding into the central Mirror Board. ➢ The ERB could play an important role in staff consultation during periods of change, complementing quantitative staff survey data with qualitative insights. ➢ Sustainability, well-being, conditions and communication were identified as key themes for future ERB agendas.

The Mirror Board had also considered the structure and organisation of the ERB and the proposed approach as follows was considered by Resources Committee members:

- a. Local Employee Forums at each college site – led by members of the Mirror Board - to gather staff views. This campus focussed approach would allow staff better access and enable consideration of campus specific proposals or issues.
- b. Mirror Board to act as the overarching ERB, collating local feedback and engaging with the Executive.
- c. Pilot phase planned to take place after Christmas 2025, followed by review and formalisation early in 2026.

SB confirmed that there needed to be a refresh of the Mirror Board membership to recruit some additional members to ensure proportionate representation from all four college sites (this had not been an original aim of the Mirror Board). The meeting noted the proposed timeline to develop a draft structure and terms of reference informed by local staff in January 2026 and the final proposal for the ERB structure would be brought to the Board in March 2026. Governors suggested that this work should be undertaken sooner but were reminded of the ongoing work to recruit a new CEO and Group Principal which had to be the priority for senior HR staff. The meeting discussed the membership of the campus based ERBs and whether there would be management in attendance. This would all be confirmed once membership was agreed but there was likely to be Heads of Department involved in the meetings. SB confirmed that a member of staff would minute the campus based ERB meetings to capture feedback for the Mirror Board and the Corporation. These minutes would not refer to individual staff in order to preserve anonymity and facilitate free discussion. It was also suggested that governors should be invited to attend Mirror Board meetings moving forward. Governors asked that there should be more reporting to the Board on the impact of the Mirror Board. SB confirmed that all of these suggestions would be included in the new ERB/ Mirror Board model. The committee chair applauded the new ERB model as she had seen first-hand the positive impact of an ERB – for staff and management - in her working life.

The HR Update Report was NOTED and RECEIVED.

ACTION: Update on progress with the ERB would be brought to Resources Committee in March 2026.

SB

11.

Draft Management Accounts: September 2025

The Group Management Accountant (WS) presented the latest available management accounts for 2025-26 for information and assurance. The meeting was pleased to note that the results for the first two months of FY25 indicated ongoing improvement to the group's operating performance. WS confirmed that the cash balance held at 30 September was £8.794m, which was £1.05m above budget; even after removing cash held as capital grants to be spent during FY26 the cash balance remained ahead by £718,000. Governors were assured that the cash days at 30 September were 66 days (reducing to 51 when capital grants were excluded).

The meeting noted the following summary of performance:

Key Performance Indicator	Year to date	Budget
EBITDA	£1.28m	£904,000
Operating surplus	£628,000	£326,000
Cash balance	£8.794m	£7.74m
Cash days	66 days	56 days
Income	£9.217m	£9.240m
Pay costs	£6.090m	£6.075m
Pay as % of income	66.5%	65%

The meeting was pleased to note that payroll for the start of FY26 was also still controlled in line with budget (there was a negative variance of £15,000). There continued to be a very clear focus on ensuring no creep in staff costs; all new or replacement posts were only approved after consideration by the Exec Team. The negative variance on income (£23k)

was noted and WS highlighted that the first quarter performance was tracking ahead of the prior year for High Needs all other income streams remained on budget. The meeting was also assured that all non-pay costs continued to be well controlled and there was a positive variance of £406,000 against the September budget of £2.905 mostly due to timing and the profiling of costs. Resources Committee Members were pleased to note that the current financial health grade had improved from Good (at July 2025) to Outstanding at September 2025. This reflected the positive EBITDA position and improved cash. The detailed cashflow report and the summary of capital projects was taken as read.

The Chair thanked WS for her presentation and commended the ongoing progress towards ending the 2025-26 year with an improved EBITDA and financial health grade as forecast.

The Management Accounts for September 2025 were NOTED and RECEIVED.

12.

Annual ESFA assessment of College financial health 2024/25

The meeting noted the letter from the ESFA dated 4 November 2025 which acknowledged the submission of the College's CFFR (College Financial Forecasting Return). This confirmed the college's assessment of financial health as Good for 2024/25 and Outstanding for 2025/26. The meeting commended the useful financial dashboard that accompanied the letter and cited the sector benchmarking as being particularly valuable for governors' assurance. The Resources Committee Chair (SF) questioned the use of the term 'profitability' which was used in the data dashboard. SF asserted that a better phrase would be 'operating performance' as even the word 'surplus' was misleading.

The letter from the ESFA confirming the financial health 2024/25 and forecast financial health 2025/26 was NOTED and RECEIVED.

13.

Final Learning & Funding analysis 2025/26

Governors noted a report which confirmed that the college was meeting or exceeding all elements of its DfE and Adult Skills Budget for 2025/26. The meeting noted the progress against the targets in the strategic plan.

Apprenticeships funding was ahead of the prior year by £84k. The number of current learners compared to this time last year had risen by around 176. The reason the funding has not gone up in proportion to the learner increase is because the college was carrying more unfunded learners this year than last. The current projection for the whole year was £3,101,537 compared to the 2024-2025 final output of £2,606,279. GM highlighted the need to remain mindful of the issue on Apprenticeship quality and balance any growth with ensuring quality improvement.

Adult Skills Fund (ASF) was currently generating £200k more than this time last year. To match the full year 2024-2025 the group would need to earn a further £336k by the end of the year; this was in hand with enrolments due in January 2026 (which would be carefully managed to avoid over-delivery).

Adult Skills Fund (Free Courses for Jobs) was currently projecting to finish the year on £99,294 against an allocation of £59,233. Enrolments were being carefully managed on this funding line moving forward as the college was eligible and would apply for growth funds.

Greater London Authority (GLA) was currently £203k ahead on this time last year. This was due to Community ESOL and Adult English and Maths enrolling earlier this year. Current predictions were for year-end to be £23k over the allocation for 2025-26. Any further enrolments to GLA provision currently would not be funded.

DfE 16-18 learner numbers were currently 4760 compared to the 2024-25 R04 figure of 4674. If at R04 the Colleges learner count is 4760, the growth amount for the year would be 10 learners; this would be used in the allocation calculation for 2026-27. On the basis of this profile WFCG would not be eligible for additional in year growth funding but would receive the growth in lagged funding in 2026-27.

T-Levels There were 127 T-level learners in November 2025 compared to 52 at the same time last year. However, this was still short of the 268 learners allocated; if this picture did not change the DFE clawback (based on 127 T level learners) would be £202K. GM confirmed that this had been accrued for in the budget and management accounts.

<u>MINUTE</u>		<u>ACTION</u>
<u>No</u>		
	<p>Tailored Learning currently had 350 enrolments against an allocation of £398,088 compared to the same point last year of 333 enrolments against an allocation of £336,698.</p> <p>Governors (SS) sought confirmation of whether there was any sign of new funding streams to support the government agenda on youth unemployment and NEETS. GM confirmed that there had not yet been any funding announced in relation to the Skills White Paper. There had also been nothing confirmed with reference to the proposed level 4 and 5 collaborative work with Higher Education providers.</p> <p><i>The funding update 2025/26 was NOTED and RECEIVED</i></p>	
14.	<p>Dates and Times of Future Meetings</p> <p>The dates and times for the Resources Committee meetings in 2025/26 were noted as:</p> <ul style="list-style-type: none"> • Tuesday 10 March 2026, 8.30am • Thursday 25 June 2026, 8.30am <p>TR confirmed that these meeting would be held online via Zoom and the calendar invites were already in people's diaries.</p> <p><i>Members NOTED the remaining Resources Committee meeting dates for 2025/26.</i></p>	
15.	<p>Any Urgent Business</p> <p>There were no other urgent items of business raised.</p>	

The meeting closed at 10.05am.

Chair..... Date.....