Minutes

Meeting	**Finance and Resources Committee**
Date	Wednesday 17 June 2026
Time	17:00-19:00
Venue	Google meet

Membership:	Paul Lomas (Chair); Jason Austin; Margaret Cobb; Debbie Marshall; Kay Mulcahy; Simon Renny; Ian Sutherland; Sohil Zokari; Natalia Govorukhina (co-opted)
In attendance:	Sue Saunders (Executive Director of Finance and MIS); Jane Hartog (Executive Director of HR, OD and Marketing); Cath Mollart (Executive Director of Strategic Planning and Corporate Services); Dan Stanbra (VP Adult Education, Commercial and Partnership Strategy) for item 7; James Godsell (Director of Business Development and Apprenticeships) for item 6; Jemma Moore (Director of IT and Digital) for item 10; Abi Metcalfe (Director of Estates, Facilities and Health and Safety) for item 11; Sarah Connerty (Director of Governance and minute taker)

	Item	Action
1.	**Welcome, introductions and apologies for absence** The Chair welcomed colleagues to the meeting. Apologies from Simon Renny and the VP Adult Education, Commercial and Partnership Strategy. The ED Finance and MIS and link governor for adult contracts will cover item 7. It is a full agenda with important decisions for the Board and the agenda has been reordered to give governors time to consider the budget.	
2.	**Declarations of interest** Natalia Govorukhina as an employee of Rotherham Borough Council for item 7.	
3.	**Minutes** of the meeting held on 4 March 2026 **RESOLVED:** The minutes of the meeting held on 4 March 2026 were agreed as a true and accurate record.	
4.	**Matters arising** **Action 1:** Kay as link governor for estates has worked with the Director of Estates, Facilities and Health and Safety and ED SPCS on the reporting of estates to the Committee with a revised format at item 11. **Action 2:** Risk reporting to the Committee. The views of the Committee were shared with the Audit and Risk Committee. The risk management process has been fully reviewed by the Executive Risk Committee led by the interim FD and is now with the ED Finance and MIS. An update on progress from the ARC and recommendations to the Board is on the agenda at item 5. **Action 4:** the ED Finance and MIS is happy to meet up with governors to discuss the Group's financial position. A Board development session on the new DfE governor dashboard will take place next term. **Action 6:** benchmarking on gender pay is on the agenda at item 9. **Action 7:** the IT and digital update at item 10 includes an update on projects and what the investments mean for staff and students. **Action 8:** an update on Dinnington is included at item 11. A report confirming the sale is not novel, contentious, or repercussive will follow **Action 10:** the insurance contract is included as a verbal at item 17.	
5.	**Risk report** *(action 2)*	

	Item	Action
	The ED Finance and MIS explained that the interim FD carried out a lot of work on the Group's risk management system. 4risk has been paused while an exercise looking at other colleges and how they utilise the system well has taken place, and a paper-based risk register is currently in place. [after note: this has now been moved to a google document] The interim FD had met with all risk owners and reviewed the registers. The strategic risk register is recommended with 13 risks (previously 15) and the operational risk register with 36 risks (previously 86) to eliminate duplication. This more manageable risk register has been considered by the Audit and Risk Committee and is coming to the Board for approval. Cash levels, estates condition, safeguarding, recruitment, failure to meet statutory duties, and cyber security are currently above risk appetite. A risk appetite workshop took place with governors and revised risk categories will come to the Board for consideration and approval. There is assurance that the Executive Risk Committee continues to meet to go through the risk registers. **Questions and discussion from governors:** **ACTION:** To make sure that all the Finance and Resources risks are captured in the updated risk register, including the risks around the budget, inflation and pay award. The Chair asked that this is reviewed in the first meeting of the new academic year. The Chair suggested that the Board should review risk appetites more frequently and utilise them as a strategic tool to better align with the Strategic Plan. **ACTION:** the ED Finance and MIS will incorporate this proposal into the executive summary to the Board. As there was no risk register at the meeting the Committee considered risk as part of each agenda item. The Chair agreed that risk management is moving in the right direction.	ED Finance and MIS and Committee ED Finance and MIS
6.	**Apprenticeship update** The Director of Business Development and Apprenticeships shared key points from the report: • Apprenticeship performance is £200k above the previous year's levels • The Group is developing a commercial offer for management apprenticeships to ensure a competitive market position with offers from Level 3 to 7 which can be part funded by through the adult skills budget. The two members of staff that delivery solely on management qualification will lead on this. Benchmarking with other providers has ensured this is a competitive offer • There have been an increased number of achievers in high value areas which has supported income. These include metal fabrications and bricklaying **Questions and discussion from governors:** **The apprenticeship paper suggests apprenticeships will make a 49.9% contribution and the papers to Quality and Standards suggests 24.86 %** Contributions are 24.86% after support costs. **The link governor for apprenticeships feels confident that there is a handle on apprenticeships. There is concern about the manual system but understands that will be a priority for the next academic year.** The Group will go with the manual system in September. The funding rules came out yesterday and there is some flexibility to reduce some of the administration burden. The team is looking at procurement rules around using third party software.	

	Item	Action
	This year some on programme payments were missed because the system in place didn't allow timely enrolments. Enrolment timescales were around 90 days, and the target is 30 days. The team are starting the process now to get learners onboarded. It is a much slicker process on the digital accounts with employers and weekly meetings to address any paperwork issues. The ED Finance and MIS clarified that this was a timing issue, and the Group still receives the same amount of funding. **How much income was delayed?** £100k. The ED SPCS noted that delays were due to the move to Navigate rather than the system that is now in place. [Director of Business Development and Apprenticeships departs:17.12]	
7.	**Adult Education and Contracts update** The ED Finance and MIS reported on behalf of the VP Adult Education, Commercial and Partnership Strategy: • Adult Skills funding performance is on track and will meet and is expected to exceed target • Potential growth funding of £40k is secured for Free Courses for Jobs • Curriculum planning allocations for DfE non devolved funding will reduce next year because of changes in devolved funding • £328k of skills boot camps for construction is secured **Questions and discussion from governors:** **The Chair asked the link governor for adult skills for any questions, observations or comments.** It cannot be underestimated the close eye needed on all the budget lines. In terms of performance the Group has overperformed and it has not cost much more. The curriculum planning process has been robust and rigorous and there are no concerns. **Does next years' allocation take account of this year's delivery?** Yes. **Subcontracting Strategy including Supply and Chain Fees and Charging Policy and proposed subcontracting arrangements and awards for 2026-7** The ED Finance and MIS explained that the subcontracting team has gone through the procurement process and proposed the awards in the paper. This will cover SYMCA, EMCCA and non-devolved areas across all the ASF elements including Free Courses for Jobs, Tailored Learning, Apprenticeships and Study Programmes. They have looked at due diligence, capacity, historic performance and made sure awards are aligned to regional and national priorities, and also fit with and complement the Group's provision. There are nine recommendations which is a reduction on what has been delivered this year. **Questions and discussion from governors:** **How confident do we feel about Rotherham United in terms of Maths and English attendance?** This has been much better in terms of exams with a lot more commitment. The team will continue to support and offer training with Rotherham United Community Trust to support them effectively.	

	Item	Action
	The risk around subcontracting comes in a couple of years when learner numbers drop off and income. Currently with the lagged funding model the Group will get more funding next year. As funding starts to reduce the Board will need to consider the Group's position on subcontracting. **What is the position with the health apprenticeships?** The Group needs to do more with the Health Trusts to secure apprenticeships, but a lot of it is due work pressures in the NHS workplace at the current time. **What about the subcontracting to early years care to a consortium of nurseries and are they working to apprenticeship standards?** The team has oversight and due diligence of all providers, and the Group would not be working with them if the team weren't confident on the quality of provision and meeting standards. The link governor for adult skills confirmed she was confident and happy with the recommendations. **RESOLVED:** The Committee recommended to approve to the Board: 1. The Subcontracting Strategy including Supply and Chain Fees and Charging Policy **2.** The proposed subcontracting arrangements and awards for 2026-7	
8.	**1. Finance Report and April 2026** **Management Accounts April 2026** Key points: • EBITDA - £3.4 (above benchmark) improved from original budget. It may reduce slightly with RO4 censor numbers. • Just under £4.9 (is low as growth funding is not yet in. It is about carefully managing over the next few weeks). • Some capital monies have come in so overall cash is fine • There should be unrestricted cash of 24 days by the end of the year. Cash days will improve over the next two years. A lot of colleges are below the 40 days cash benchmark • A risk with £1.5m, 14 cash days in April, May and June which is being mitigated with very careful management • Strong Good Financial Health will be achieved **Draft Budget 2026/7- and 3-year forecast** The Chair requested a brief presentation of the budget that sets out an overview of the planning assumptions, the numbers and an explanation of how they were reached. The ED Finance and MIS shared the presentation (attached at appendix 1 to the minutes) Key points: • Page 3 of the budget includes a useful table on the budget setting key performance indicators • The main change is that the sector was expecting 16-19 funding to go up by 2% but in April the DfE confirmed it would be 0.5%. No growth funding has been included in the budget yet as there is no indication from the DfE • There is an assumption of 2% growth in numbers for the year after • The ASF allocation has gone down because of the devolved authorities with no more funding available • Apprenticeships is based on numbers expected in curriculum planning and 2025-6 carry over with modest growth, the same level is assumed for 2026-7 • A contingency of £500k contingency is included for HE. HE is on target for this year • Other income assumed NI/TPS, not put in grants that are not secured yet	

	Item	Action
	• Staff costs assume a 2% pay award with further 2% rises in 2027/8 and 2028/9 subject to enrolment numbers and affordability. Staffing has increased significantly enough to finance the curriculum plan • A £1m vacancy drift has been reduced to £250k, and £1m additional costs are assumed for agency and hard to fill roles. This year it has been difficult with the level of growth • Curriculum plan provides a detailed breakdown, and there is more to do on non-pay costs, potentially looking at further savings • There is an assumed 2% increase for inflation • Capital expenditure assumes the latest DfE capital grant of £1678k which will be spent in full plus £1m of additional investment from Group reserves. There will be further capital grants in year from the DTEC and the post 16 and construction capacity funding which are not yet confirmed or included in the CFFR. **Questions and discussion from governors:** **How prudent are the figures with the current levels of inflation.** **How will a 2% pay award sit with staff after the 4% AoC recommendation** [last year]**?** The CEO noted the Unions are asking about a 10% award and it was made clear that this would be very difficult. The ED Finance and MIS confirmed that a lot of colleges are looking at a 2% pay award. There is concern around the national living wage increases and that will reduce the amount available for pay awards. **Are there contingencies in the budget for inflation, energy costs and pay awards?** This is included in the sensitivity analysis. There is no additional contingency, and it would have a direct impact on the surplus. **Is anything included for over delivery and planning for an additional 500 students?** Potentially because of the lagged funding model the Group will get the increase this year and had additional in year growth in July. This has increased overall income. The budget doesn't account for any growth funding for next year because the DfE are cautious and there is less money for growth. If in year growth is funded, then there would be some contingency. The budget is based on an allocation of 4300 students, while the Group is planning on 4772. With the increased numbers there are 40 additional staff to deliver the Plan. Contribution and class rate has increased from this year. **ACTION:** It was agreed that this is a strategic discussion for the Board and Exec. This year every learner was enrolled putting pressure on resources. The alternative is that learners become NEET. **Assurance that the following items are included in the risk register – high inflation, pay awards, national living wage increases, and what the mitigating actions are.** **What is happening with capital prioritisation particularly for vocational/workshop spaces for increased student numbers?** The Group is looking at capital investment to create temporary workshop space to meet demand. For the DTEC there is a detailed process on spend with indicative allocations of £2m over three years and £8m capital. The sale of the land at Dinnington proceeds are ringfenced for reinvested capital in the estate. Conditions grant for 2025-6 for 2026-7 are expected to change based on conditions which should increase the allocation significantly. There is the Post 16 capacity funding and construction skills capacity. **Is the Post 16 capacity funding in addition to the DTEC funds?** It is additional but has been given to the Devolved Authorities. There is around £10.1m across the regions including teacher placement.	Chair/CEO ED Finance and MIS

	Item	Action
	Will any funding come from being a spoke of the construction TEC at Leeds College of Building? There are some small pots which are being allocated but funding is not expected for the Group. **Are there any other opportunities for funding from SYMCA?** SYMCA and RMBC have not yet given any allocations and this is a further discussion for the Group. **What are the plans from the proceeds of the land sale at Dinnington?** Proceeds are ringfenced for capital. **Would this then free up the £1m put aside for capital from EBITDA?** Potentially, but to reinvest in the estate. Capital requests from curriculum planning have totalled over £6m for equipment and devices. The Group does need a substantive amount of money for estate and IT which is a lot more investment than funds available and constant prioritisation is taking place. The ED Finance and MIS wrapped up the summary of the budget: Overall, the surplus and EBITDA is slightly less for next year (6.2% which is within the FEC benchmark). There is just over £4.2m coming in next year from lagged funding, with the vast majority (£3.5m) being additional staffing costs. The start of the year sits at £4.1m going up to just under £9m at the end of funding year 2028. The budget is detailed this year and is really focusing on what restricted cash is. It is important to exclude restricted cash and focus on what is grant funded and this will be really important with the sale of Dinnington and any grants. The Group needs to build up for growth. For true cash at the end of this month there are only 14 cash days, and 24 days at the end of July which is much lower than the benchmark. **What are the reasons for cash going up?** The generation of EBITDA at about 6%. The Group could put extra costs in the budget but that would take it below the benchmark. It is a risk area. There is a focus on building to make sure there is a contingency for unforeseen costs and energy increases. **Is 62 days way over the benchmark?** 2027-28 has been prudent and additional contingencies could be put in to bring it down. It tips the Group into Outstanding Financial Health if there aren't any unforeseen costs. The Chair noted the FEC's views shared on the recent AoC Chairs call on restricted cash, so prudency and demonstrating growth in the three-year forecast is well set at the current time. The ED Finance and MIS explained that there are colleges that have had to have emergency funding to pay staff. The Committee considered the useful table on KPIs which includes the FEC benchmarks. The Group moves to within benchmark for all measures apart from staff to income ratio. Around 50% of colleges are above the 65% benchmark for staff costs against income. The Group's KPI is 69%. The Committee agreed that the Group could not effectively deliver to over 500 unfunded learners and deliver to that benchmark. **Are the proposed pay increases reflected in the budget?** **ACTION:** These details were shared with the outgoing and interim FD and the ED Finance and MIS will check the details. One governor offered to share feedback on the commentary and acronyms to the ED Finance and MIS if useful.	ED Finance and MIS

	Item	Action
	The Committee thanked the ED Finance and MIS for very helpful presentation slides. **College Financial Forecasting Return (CFFR) update** The Budget will go into the CFFR for sign off to the DfE. There is more work to do on profiling before it is submitted. **DfE Governor FE dashboard** A snapshot of the dashboard is included in the papers for information. The DfE has introduced the dashboard as a high-level overview to give transparency and benchmarking. It is only updated twice a year. The ED Finance and MIS will run a training session for governors next term. The Committee noted that it contains a lot of information for governors and in terms of using as part of the Board or Committee papers it is about keeping it at the right level. **RESOLVED:** The Committee recommended to approve to the Board the Draft Budget 2026-7-and-three-year forecast including assumptions and curriculum contribution levels	
9.	**Human Resources** The ED HR, Marketing and OD explained that this is an extensive paper to provide the Committee with an overview of all work underway. Key points included: • Recruitment is on track. 97 positions are out with curriculum planning • Agency spend has increased and is higher than budget which is a challenge. Some was sickness for management roles which are expensive • All actions have been taken on filling hard to fill roles • The staff survey includes many of the same outcomes as last year. People like their job and manager. A lot of work has been done over the last year on bringing teams together. There was a successful all staff awards ceremony and the Group will do again next year • There are a number of restructures • A new role - curriculum performance lead – has been introduced. This is a first line supervisor role and will take on a lot of performance management and management of staff to support managers workload • Turnover is quite static • Sickness is stable at 3.7% • The employer relations team are working very hard and there is real complexity and challenge in many cases. The new legislation around probation periods will increase the risks around employer relations and all managers have received recruitment training • A lot of work takes place around Staff wellbeing, and this is a priority for the Group • Remuneration is challenging with a 2% pay award in the budget. Added to this are the national minimum wage changes which will affect point 16 of the pay scales and a third of the Group's workforce • A lot of work has been done on staff development and skills academies and staff wellbeing • A huge piece of work around competencies is underway and this will be huge for Group culture • Trade union time averages three hours a week during term time. There is a degree of flexibility in this. **Questions and discussion from governors:** **The staff governor attended the recruitment training which was useful and interesting. Staff have taken a lot from it.** **The complexities of staff that are leaving is a real sea change. Do staff complete exit interviews?**	

	Item	Action
	Yes, this is voluntary, and there are some face to face. Reasons are predominately salary and workload, but it is hard to get a huge amount of accurate data. **Workloads and are there any particular areas that are a concern?** FE is quite a challenging sector, and it varies according to people's perception of workload. Turnover in the first six months is high. The team do a lot of preparation to explain the FE role and is also looking at changing the induction programme. Induction is intensive with a vast amount of support and includes mentors. Over the last couple of years, the team has vastly improved onboarding, with wellbeing and training opportunities. Competencies will support workloads, expectations and culture. **Gender Pay Gap report benchmarking**– the Chair noted that the Group does a huge amount of work in this area, and the Group does not stand out in the benchmarking. There is not an equal pay problem at the Group. The Chair noted the key point is are we being fair and ensuring we are doing everything we can to ensure the gap is as small as it can be. The ED HR, Marketing and OD confirmed that the Group advertises roles fairly, there is support with interviews, reasonable adjustments, and good and safe recruitment. The Group is really clear on salaries and band points.	
10.	**IT and Digital** (including cyber) *(action 7)* [the Director of Digital and IT arrives: 17: 48] The Director of Digital and IT shared an oversight of key projects with the Committee: • As requested at the last Committee the report focuses on the strategy, budget, investment and what it means for students and staff (see report for full details) • The Audiebant emergency communication software is more or less fully implemented at Rotherham College and will be fully operational across all sites by September • The digital hub moved into demolition that begins on Friday and mid-July will go into build. The team are working on the last stages of the tender and by Christmas are looking at a grand opening. Revised plans following a push back on costs are due in on Friday • Wi-fi rationalisation and data cabling upgrades is underway in a phased approach to meet longevity and security and the new requirements of the DTEC • The three year device strategy is now finalised to comply with cyber security standards with a focus on centralising resources to maximise equipment utilisation this puts the Group in a good position around new threats, AI and the DTEC **Questions and discussion from governors:** **There is a lot of money needed for digital and IT, where is the bulk of money required?** Some projects already have sign off and are included in the budget, some are included in the budget for next year. The biggest challenge is the replacement strategy and new learners. The Group is playing catch up from previous lack of investment and replacement of equipment. There is an allocated budget for IT, and the team are working hard to prioritise on the spend. The three year replacement strategy will allow much better opportunities to apply for grants and is really helpful for forward budget planning. **What are the risks?** The risk is if there isn't the budget the Group will have to write devices off and not replace them to meet cyber standards which impacts learners and staff. **What is happening with AI?** A new Head of AI has been recruited and will join at the end of July. She is from Barnsley College and comes highly recommended and well networked on digital in the sector. **Is the new Head of AI currently working in that area specifically?** Yes. And additional digital roles will close in a couple of weeks. **The Committee emphasised the importance of setting clear objectives for the AI strategy given the fast moving nature.**	

	Item	Action
	One governor requested a briefing session on AI and Group to have a better understanding of the work that is being done. **ACTION:** A half hour risk scrutiny session is taking place on AI prior to the next Audit and Risk Committee on Wednesday 30 September 2026 and 17:05, and details will be shared with all governors. [the Director of Estates, Facilities and Health and Safety arrives: 17.55] [the Director of Digital and IT departs:17.58]	Dir of Gov
11.	**Estates** *(action 1)* The link governor for Estates, the Director of Estates, Facilities and Health and Safety and the ED SPCS have worked together to bring a new format for the estates report that is more succinct and gives assurance to governors. Key points included: • Estate compliance has improved to 86% • Intrusive high risk remediation works are scheduled for the summer break to minimise disruption and safeguarding learners and staff • Interim systems are in place to ensure ongoing health and safety. These will always remain amber due to the 7-day system • There are now 113 trained first aid staff, a 21.5% rise across all campuses. There has been an increase in reported incidents due to the more open and transparent culture • The formal consultation for restructure closed successfully. An admin apprentice, an electrician, and an admin and transport co-ordinator have been appointed with campus estate manager interviews taking place shortly • The capital and digitalisation has gone live for workshops and building the system will make systems easy to manage and track. **Questions and discussion from governors:** **With the increase in reported instances, are there any particular themes or any concerns?** There are some students who feature heavily with health conditions. The team are working on tracking when instances happen and working more closely with the curriculum teams. There is a breakdown in the full report on types of incidents. The link governor for estates explained that the existing report was reviewed and there was a really open, transparent and joint conversation. It was informative talking through the assurances, how it feels to be a governor and what the Committee needs from the reporting. Trend analysis will be much easier to report on in the new system to look at whether items are seasonal, year on year and what is the root cause. The report still feels a bit long and more visuals being included will help. The assurance piece requested by governors has really been taken on board. The report highlights for governors what is coming up and the risks. The link governor will come into the colleges for a monthly catch up and a targeted walk around the campuses to speak to students. It is really important to recognise that work is done on shutdown, and this is strategically planned by the team. If there is any other feedback from governors to tighten up reporting it is welcomed. The Committee agreed that the report is much easier to read and allows a good understanding of the work and future work underway. The Committee passed on their thanks to the Director of Estates, Facilities and Health and Safety, the ED SPCS and the link governor for Estates for taking on board the views of the Committee and to the Director for the revised report. **TTC building at Dearne Valley College** (*action 8*) All the options have been reviewed and costings are available: Full repair - £1.1m (full repair of roof and other repairs to make it safe and compliant) Demolition (without any costs to replace and relocations including main server) - £500k Partial moth ball- £70k (not including consideration of where to move staff to).	ED SPCS

	Item	Action
	ACTION: The report went to Exec last Friday for initial discussion and will go through to the Board for approval when ready. The ED SPCS confirmed that there are a lot of things in the building that are end of life. The ongoing costs of utilities and potential savings are being considered. **Questions and discussion from governors:** **What does TTC stand for and where is it?** The Technology centre is a discreet building. It is where Iprosurv is based and where the Board meeting is being held. **Dinnington update** **ACTION:** The report confirming the sale is not novel, contentious, or repercussive will follow on. The CEO confirmed that good progress is being made and is on track, with no surprises coming through. The Group has secured the £100k non-refundable deposit. The Chair thanked the Director for all the improvements in the reporting on Estates and the work being done in the department. [the Director of Estates, Facilities and Health and Safety departs: 18.14]	ED Finance and MIS
12.	1. **FE Fees Policy** The ED Finance and MIS explained that SYMCA and EMCCA have not published their rules yet to include in the policy. There are minor additional updates. **Questions and discussion from governors:** **The policy states that we can charge for resits is this correct and does it take place?** This is in line with the DfE policy. The Group wouldn't change for maths and English students who are resitting and it is included to safeguard against learners who are resitting exams multiple times. **ACTION:** The Committee considered and agreed not to recommend to approve subject to the SYMCA and EMCCA information and will go out to written resolution when the policy is finalised. 2. **Update on HE Fees Policy** As set out in the Group's Access & Participation Plan 2026/27 to 2029/30 "we will not raise fees annually for new entrants". 3. **Policy on Preventing Hidden Labour Exploitation and annual signing of the Anti-Slavery and Human Trafficking Statement** The policy remains largely unchanged with updated figures on income and headcount. It has been reviewed by Safeguarding, Finance and Information, Governance and Assurance team with no suggested updates. 4. **RESOLVED:** The Committee recommended to approve to the Board the Policy on Preventing Hidden Labour Exploitation and annual signing of the Anti-Slavery and Human Trafficking Statement which will be signed by the Chair and CEO 5. **Business Travel and Expenses Policy** Updates from HMRC on mileage allowances and an increase in subsistence rates are proposed in the updated policy. The ED Finance and MIS noted that other colleges are updating in line with HMRC changes. The updates will result in costs of around £10-15k for travel costs, and there are very few subsistence claims at the Group. The proposal is not to back date to April when the changes came in, but from the 1 July 2026 after the Board meeting. **Questions and discussion from governors:**	ED Finance and MIS/Dir of Gov Exec

	Item	Action
	The Committee is considering and approving as an exceptional item due to the sector change. **ACTION:** Consistency across policies to either list job titles or names. **RESOLVED:** The Committee approved the Business Travel and Expenses Policy	
13.	**Committee Governance** **1. Terms of reference** The links to Managing Public Money and the College Financial Handbook have been updated to the latest versions. The IT remit has been expanded to include digital and AI. A suggestion from the Search, Governance and Remuneration Committee is to include a separate point on staff wellbeing. It was agreed this is adequately covered under the HR heading. **RESOLVED:** The Committee recommended to approve to the Board the Finance and Resources Committee terms of reference **2. Cycle of Business 2025-6** The Committee has been flexible in its cycle. It has a large remit to cover and only two items are outstanding: **ACTION:** Environment and Sustainability Policy – is being reviewed by the ED SPCS and Director of Estates, Facilities and Health and Safety and will come to the Committee in 2026-7 **ACTION:** Corporate Social Responsibility Policy – a draft was provided to the Board some time ago by the Information Governance team and will be reviewed for 2026-7 **3. Cycle of Business 2026-7** **RESOLVED:** The Committee recommended to approve to the Board the Finance and Resources Committee cycle of business 2026-7. A note will be included on the full cycle of business around a new dashboard to support Board and Committee oversight. The Chair suggested that the Board should triangulate benchmarking and dashboard data from various sources rather than relying solely on the Department for Education dashboard. **4. Membership** The Committee has a very strong membership with relevant skills and expertise, and attendance is good at 88% (96% last year). Membership was strengthened this year with two external recruitments of governors with financial expertise, as a co-opt, and an independent governor who will take on the Chair role in 2026-7. There is a proposal to address one skills gap with Steve Bulley who has IT and digital skills to move over from ARC when a governor from the Committee can move over to ARC. Membership for 2026-7 is: Simon Renny (Chair) Jason Austin Margaret Cobb Natalia Govorukhina Debbie Marshall Kay Mulcahy Paul Lomas Ian Sutherland Sohil Zokari **RESOLVED:** The Committee recommended to approve to the Board Finance and Resources Committee membership for 2026-7, including any in year change to support the oversight of digital and IT **5. Review of effectiveness** (see report for details)	ED SPCS

	Item	Action
	Impact and areas for improvement are included and will be taken forward. A key item for 2026-7 is to consider the size of the remit of the Committee and the new Chair will review this when in role.	
14.	**Minutes:** **1. Rotherham Education Services (RES)** – 17 June 2026 – the meeting took place directly before the Committee with minutes to follow on. The Directors considered and recommended the budget for 2026-7 and received a HR update. **2.NFPC Board** - 24 March and 3 July 2026 The Directors are currently considering potential expansion of the NFPC as it is at capacity and there is an opportunity to extend into the adjoining building. No decisions have been made as yet and the Estates team will make a recommendation shortly. Minutes from this round of meetings will be included in the next meeting pack.	
15.	**Football sponsorship – annual register** The Committee noted the annual report which was introduced as an annual update for transparency last year to report on the value of the sponsorship and its benefits to the Group.	
16.	**Governor visits and link governor feedback** The link governor for apprenticeships and adult skills funding updated that a programme of visits for next year is being arranged. The link governor role helps with discussion and provides an informed input to Committees to support understanding and decision making. The link governor for estates agreed that the link roles gives the opportunity for a visual context for understanding operations, a safe space to ask questions and provides and understanding and triangulation. The Chair thanked the link governors for all their engagement which is an important part of challenge and support.	
17.	**Contracts over £250k for approval** Insurance *(action 10)* **The tender** was delayed from the planned timescales but will be completed in plenty of time for the 1 August renewal date. The two main insurance companies have merged which may reduce the competition although savings are still expected. **ACTION:** The ED Finance and MIS will send around an update, and the item will come out for written resolution. The Chair noted that with the size of the tender the ED Finance and MIS may need to provide the opportunity for the Committee to ask questions prior to the resolution.	ED Finance and MIS/Dir of Gov
18.	**Any other items** **ACTION:** One governor asked for the funding allocation statement for 2026-7 and the Chair asked for it to be circulated. The Chair thanked everyone for all their work over this year. This is the last meeting as Chair with Simon Renny taking on the role from 2026-7.	ED Finance and MIS/Dir of Gov
19.	**Meetings for 2026-7:** Tuesday 6 October 2026 Tuesday 1 December 2026 Wednesday 3 March 2027 Tuesday 15 June 2027 All 17.00 start	
20.	**Confidential minutes of the meeting held on 4 March 2026** **RESOLVED:** The Committee approved the confidential minutes of the meeting held on 4 March 2026 *[confidential note]*	

Changes to the cycle of business 2025-6
Inclusion of the Group's Business and Travel Expenses Policy due to HMRC changes

Meeting closed: 19:11