



**Belfast Metropolitan College Resources Committee 3.00pm Wednesday 2 June 2021 via Microsoft Teams  
Minutes FINAL APPROVED 15 September 2021**

**Committee Members:** Seamus Dawson (Chair); Declan Crummey; Kathleen O'Hare; Kate Burns; Wendie Gillies; Kacper Gromek; Janis Leadin; Louise Warde Hunter, Principal & Chief Executive.

**Management:** Elaine Hartin, Director of Corporate Services (DCS); Damian Duffy, Director of Development (DD), Jonathan Heggarty, Director of Curriculum (DC), Laura Allen, Head of Finance (HoF); Raymond DeLargy, Head of Estate & FM (HEFM); Glenn Ashfield Head of Curriculum Operations and Planning (HCOP)

**Clerk to the Governing Body:** Gerry Crossan

<b>RC41 20/21</b>	<p><b>Quorum, Apologies, Welcome, Conflicts of Interest, Notice of AOB and Leadership Culture</b></p> <p><b>Quorum:</b> The meeting must be quorate under the terms of Section 5.2 of Terms of Reference for the Resources Committee approved by the Governing Body at <b>GB04c 20/21 23 Sep 20 (V2)</b> (2 Governors).</p> <p><b>Apologies:</b> Apologies received from John McGrillen.</p> <p><b>Welcome:</b> No new participants notified as at this meeting</p> <p><b>Conflicts of Interest:</b> No <b>perceived, potential or actual</b> conflicts of interest under the terms of Paragraph 15.1 of the Belfast Metropolitan College Governing Body Standing Orders dated August 2015 were advised.</p> <p><b>AOB:</b> No Items of AOB received at the meeting.</p> <p><b>Leadership Culture:</b> Chair to note our commitment to:</p> <ul style="list-style-type: none"><li>i) brave leadership and meaningful dialogue;</li><li>ii) simpler governance; and,</li><li>iii) engaging in the right spirit.</li></ul>
<b>RC42 20/21</b>	<p><b>Minutes of the meeting held on 3 March 2021 - Draft (Proposed Final)</b></p> <p>The Committee <b>approved</b> the <b>DRAFT (Proposed Final)</b> minutes of the meeting held on 3 March 2021 unamended.</p>
<b>RC43 20/21</b>	<p><b>Matters Arising from the minutes of the meeting held on 3 March 2021</b></p> <p>No matters arising not on the Agenda of this meeting.</p>

Agenda Item	
RC44 20/21	<p><b>Governance Guidance and Information</b></p> <p><b>(a) Publications from the Department of Finance</b></p> <ul style="list-style-type: none"> <li>• Whole of Government Accounts (WGA) on May 14, 2021 12:00 pm;</li> <li>• Finance Director letters (FDs) 2021 on May 18, 2021 12:00 pm; and,</li> <li>• Finance Director letters (FDs) 2021 on May 20, 2021 12:00 pm.</li> </ul> <p>The Committee to <b>access</b> the documents on the Department of Finance website, to <b>note</b> the Governance Guidance and Information available, to <b>note</b> the information provided by Management and to <b>consider</b> the application to the governance and assurance framework in Belfast Metropolitan College.</p>
RC45 20/21  Chair	<p><b>Chair's Business</b></p> <p>(a) Chair to thank Declan Crummey Staff Governor (Support) for his contribution to the work of the Committee during his term of appointment which comes to an end on 3 June 2021.</p> <p>The Committee <u>noted</u> the items of Chair's Business.</p>
RC46 20/21  DCS HoF	<p><b>Financial Report and Budget Reforecast</b></p> <p>Management advised the Committee on the following key issues:</p> <p><b>(a) Financial Report to end March 2021 (NDPB reporting year):</b></p> <ul style="list-style-type: none"> <li>• Final Resource allocation outturn £49.115m and College lived within this funding envelope;</li> <li>• Final cash position was £4.99m and working capital requirements were maintained;</li> <li>• Q3 reforecast has been built on significantly increased income, effective cost control and offsetting expenditures;</li> <li>• Q3 reforecast is outturn deficit of £401k in cash terms, which is a significant improvement on the Q2 reforecast;</li> <li>• Likely outturn is break-even for the year;</li> <li>• Significant non-cash items include changes in NILGOSC;</li> <li>• Overall favourable variances in income of 4.8%;</li> <li>• Overall adverse variance in expenditure of 8% due to NILGOSC adjustment;</li> <li>• The payments to Students involved extensive administrative effort to ensure regularity; and,</li> <li>• Increase in staffing costs is in line with pay awards, increments and filling of posts.</li> </ul> <p><b>(a) Draft Budget 2021/22</b></p> <ul style="list-style-type: none"> <li>• Initial NDPB allocation is £46.2m but does not allow for funding impact of response to COVID-19;</li> <li>• MaSN and Covid-19 bid management will be critical to the achievement of a balanced budget in 2021/22;</li> <li>• Robust cash management/budgetary processes are in place and have identified savings in a number of programmes;</li> <li>• DraftV1 deficit of £8m has been reduced to £3.6m at this stage.</li> <li>• Separate bid processes are in place for impact of Covid-19 (£1.5m) and Return to Normal bid (£1.4m);</li> </ul>

Agenda Item	
	<ul style="list-style-type: none"> <li>• DfE expectations that pressures may be funded via savings may be unrealistic;</li> <li>• Forecast cash flow throughout the year is anticipated to be manageable;</li> <li>• Target deficit of £8m will include significant non-cash liabilities;</li> <li>• EBID history shows that College returns an annual operating surplus;</li> <li>• DfE will only approve the pay deal under negotiation if it is affordable;</li> <li>• Scale of bids to DfE are at historically high levels, but at a level similar to 2019/20 – successful bids will support the achievement of a balanced outturn in 2021/22;</li> <li>• Non Core income streams make varying contributions but individual contribution levels and total contribution do not address the pressures arising from the management of core grant;</li> <li>• Management are engaging with DfE on the potential impact on capacity and service delivery of meeting current financial targets;</li> <li>• 15% of costs are outside staff and PFI contracts – Management have limited ability to fund the delivery of new and sustainable services within the current operating cost model applying across the FE sector; and,</li> <li>• aim is to achieve a balanced budget without affecting current staff or proposing a restructuring process</li> </ul> <p>The Committee <b>approved</b> the Draft Budget 2021/22 <b>subject to</b> further work across the Senior Leadership Team to reduce costs and bids and to ensure efficient College operations during 2021/22 to achieve a balanced budget.</p> <p>The Committee <b>noted</b>:</p> <ul style="list-style-type: none"> <li>• the information provided by and the action taken by Management; and,</li> <li>• that the Governing Body will consider the Draft Budget 2021/22 at the meeting to be held on 23 June 2021.</li> </ul>
<p>RC47 20/21</p> <p>DD</p>	<p><b>Non-Core Income and Reforecast Report: Q3 2020/21</b></p> <p>The Committee noted the positive financial results in terms of income generation and cost management and commended Management on the sound results. Management advised that</p> <ul style="list-style-type: none"> <li>• negotiations were ongoing on a pay settlement and this ongoing issue could have profound implications for capacity and service delivery in 2021/20; and,</li> <li>• a number of bids were in process for additional funds from a range of sources and targeting a range of new services and delivery models.</li> </ul> <p>The Committee <b>noted</b> the action taken and the information provided by Management.</p>
<p>RC48 20/21</p> <p>DD</p>	<p><b>Catering Contract - verbal update CONFIDENTIAL</b></p> <p>Management advised on the current status of the contract, the operating environment and the review process which is underway.</p> <p>The Committee <b>noted</b> the action taken and the information provided by Management.</p>
<p>RC49 20/21</p> <p>HIT</p>	<p><b>Information Technology Report as at May 2021</b></p> <p>The Committee <b>noted</b>:</p>

Agenda Item	
	<ul style="list-style-type: none"> <li>• the action taken and the information provided by Management; and,</li> <li>• Management will brief the Governing Body on Cyber Security and Cyber Risk Briefing at the Governing Body meeting to be held on 23 June 2021 – the College IT Security advisor will attend.</li> </ul>
<p>RC50 20/21</p> <p>HEFM</p>	<p><b>Estate and Facilities Management Report as at May 2021</b></p> <p>(a) Castlereagh Feasibility Study – report and presentation.</p> <p>Management advised the Committee on the following key issues:</p> <p><b>(a) Estate and Facilities Management Update Report June 21;</b></p> <ul style="list-style-type: none"> <li>• College has appointed contractors in all frameworks following decision to withdraw from PSD framework; and,</li> <li>• All other business plan objectives are being achieved;</li> </ul> <p><b>(b) Estates Strategy 2020-2023;</b></p> <ul style="list-style-type: none"> <li>• 7 actions remaining of which 5 relate to Castlereagh (see below); 1 action being carried forward; 1 action dependent on confirming title to one property;</li> <li>• Strategy has delivered higher levels of performance across all KP and compared to the FE sector;</li> <li>• Proposed strategy has been developed on clear guiding principles which will support the College to achieve statutory compliance, sustainability and value-for-money standards and to respond to changing teaching and learning needs and opportunities;</li> <li>• Management will consult with staff and students on the emerging strategy.</li> </ul> <p>The Committee advised that</p> <ul style="list-style-type: none"> <li>• it would be helpful to understand the relative impact of building design and building management practices on the achievement of KPIs;</li> <li>• the Governing Body may wish to consider a dedicated estates governor role; and,</li> <li>• the emphasis on sustainability and environmental management is timely and very important.</li> </ul> <p><b>(c) Castlereagh Feasibility Study – report and presentation.</b></p> <p>The Committee <b>commended</b> Management on the development and implementation of the previous Estates Strategy which has been a major driver in the development of the College’s business during the period.</p> <p>The Committee <b>endorsed</b> the Estates Strategy 2020/23.</p> <p>The Committee <b>endorsed</b> the establishment of a Project Board (including a Lead Governor) to produce appropriate decision-critical information and to develop the substantive option appraisal and business case. The P&amp;CE undertook to scope a recommendation to the Governing Body.</p>

Agenda Item	
RC51 20/21	<p><b>Any Other Business</b></p> <p>The Chair thanked Kacper Gromek for his contribution to the work of the Committee and wished him every success in the future. The Committee thanked Elaine Hartin for her help and guidance and wished her every success in her new role.</p>
RC52 20/21 Chair	<p><b>Meeting Feedback</b></p> <p>The Committee advised that the meeting clearly evidenced the leadership culture and principles adopted by the Governing Body.</p>
RC53 20/21	<p><b>Date of next meeting</b></p> <p><b>Governance Programme 2021/22 Cycle 1:</b> The next meeting of the Resources Committee will be <b>RC01 21/22</b> at 4.00pm on <b>Wednesday 15 September 2021</b>. The Governance Programme 2020/21 Meetings Timetable is currently under consultation.</p>

Chair of Belfast Metropolitan College  
Resources Committee

S Dawson

Signature



Date

15/9/21

