RESOURCES COMMITTEE

TERMS OF REFERENCE

1. **Constitution -** The Governing Board hereby resolves to adopt the following Terms of Reference for the Resources Committee.

2. **Objectives**

2.1 The Committee shall ensure that the Governing Board is kept fully advised and informed on key issues of the College's financial, human resources, estates, capital projects and information and technology systems.

2.2 The Committee shall monitor performance against agreed Key Performance Indicators (KPIs).

3. **Membership**

3.1 The Committee shall be appointed by the Governing Board and shall consist of a minimum of four Governors, including the Principal but excluding members of the Governing Board's Audit Committee.

3.2 The Chair and Vice Chair(s) of the Governing Board, if they are not already members of the Committee, shall be ex-officio members, unless they are members of the Audit Committee.

3.3 The Chair of the Committee shall be a Governor, appointed by the Board. The Chair shall remain in post until the end of their term of office as a Governor, at which time the Board may re-appoint the Chair for a further period of the same duration as their re-appointment as a Governor. The Chair will remain in post until such time as the appointment of Chair is reconsidered. Whist it is not a requirement, the Committee may also appoint a Vice Chair or Co-Vice Chairs if it determines that this would be a benefit to the Committee for matters such as succession planning in relation to the role of Chair.

3.4	The terms of office of members of the Committee shall be the remainder of their term of office as a member of the Governing Board. Re-appointment to the Governing Board shall also constitute re-appointment to the Committee unless the Governing Board determines otherwise. Co-opted members may be appointed for a period of up to four years.

3.5	Members of the Committee collectively should have a range of skills and recent experience relevant to finance, human resources, IT, property and estates and health and safety, together with a good understanding of the work of the Board.

## 4.	Quorum

4.1	A quorum shall be three members.

## 5.	Attendance at meetings

5.1	The Senior Managers who are responsible to the Principal for the control of all the financial, human resources, estates and capital projects, information and technology systems within the College shall normally attend meetings at the invitation of the Committee, but need only attend for those agenda items relevant to their areas of responsibility, and the Committee shall have the authority to invite such other persons to attend meetings as may be desirable and necessary.

5.2	The Director of Governance shall be Clerk to the Committee.

## 6.	Frequency of meetings

6.1	Meetings shall be held not less than three times a year.

## 7.	Authority

7.1	The Committee is authorised by the Governing Board to seek any information it requires from any employee of the College and employees of the College are directed to co-operate with any request made by the Committee.

7.2 The Committee is authorised by the Governing Board to obtain outside legal or other independent professional advice for its deliberations up to a limit of £10,000 per annum and to secure the attendance of advisors with the relevant experience and expertise if it considers this necessary.

8. Responsibilities

The responsibilities of the Committee shall be to advise the Governing Board in relation to its prime role of monitoring the use of college resources.

8.1 Strategic Responsibilities

➢ To provide advice to the Governing Board and make appropriate recommendations in relation to strategic objectives and KPIs for resources matters.
➢ To monitor and review progress towards the strategic objectives for resources, including matters relating to finance, human resources and estates; and
➢ To monitor performance against agreed KPIs.

8.2 Specific Duties

Finance

(1) To assist the Governing Board in securing the efficient, economical and effective management of all the institution's resources and expenditure, capital assets and equipment, and staff, so that the investment of public funds in the institution is not put at risk;
(2) To assist the Governing Board in ensuring that the requirements of the Financial Memorandum to maintain financial solvency are fulfilled;
(3) To receive, review and recommend for formal approval by the Governing Board the College's three-year financial forecasts on an annual basis and to approve the College's Management Accounts on a termly basis;
(4) To receive, review and approve the College's financial regulations;
(5) To periodically review agenda items for consideration at each meeting of the Committee;
(6) To receive reports upon and monitor the operation of the College's budget;

(7) To approve adjustments between areas of the budget within control of the Governing Board;

(8) To approve franchise arrangements on behalf of the Governing Board; to receive reports and to monitor the target performance of college partners and any off-site franchise activity;

(9) To approve matters relating to borrowing and investment including cash balances;

(10) To receive reports relating to cash management, banking and insurance arrangements; and

(11) To receive and recommend for formal approval by the Governing Board, the annual estimates of income and expenditure and the Students' Union's annual accounts and estimates of income and expenditure (if applicable).

Human Resources

(1) To monitor the College's staff establishments and to consider revisions where appropriate;

(2) To ensure that the managers of the College operate within a framework of good employment relations;

(3) To provide members of panels, from time to time, for matters arising from the discipline, grievance and disputes procedures; and

(4) To consider policies and strategies related to human resources and staff development and to monitor the implementation and management of these policies.

Estates

(1) To assist the Governing Board in the development of its Property Strategy and provide advice on project review issues as the Governing Board may request from time to time; and

(2) To consider policies and strategies related to health, safety and sustainability and to monitor the implementation and management of these policies.

Information and Technology Systems

(1) To monitor the development and implementation of policies to enable access to outstanding technology support for the curriculum and business support areas of the College;

(2) To oversee strategies for the development of technology rich learning environments for students of the College;

(3) To oversee strategies for the use of centralised systems to positively impact on teaching and learning and business support processes; and

(4) To review the effectiveness of monitoring systems to support quality improvement, growth and efficiency.

Marketing

(1) To oversee the strategies for the effective marketing of the College including branding and communications activity.

General Duties

(1) To receive and advise the Governing Board on any relevant reports from external agencies and to provide advice on such resources issues as the Governing Board may request from time to time.

(2) To undertake an annual review of the Committee's effectiveness and impact and report the outcome of such to the Governing Board in an annual report of the Committee.

9. Reporting Procedures

9.1 The Committee Chair will report the outcome of its meetings to the Governing Board in a Committee Chair's report, to appear in Part B of the Governing Board agenda, which will include the draft minutes of its last meeting (except where precluded by specific resolutions.

DELEGATIONS

Policy / decision	Role of Committee	Board Approval required
Budget	Review and Recommend	Yes
Committee Minutes	Approve	No
Committee Terms of Reference	Review and Recommend	Yes
Estates update (termly)	Review	No but goes for information
Financial Plan (annual)	Review and Recommend	Yes
Financial Regulations (includes delegations for financial approvals, Public Interest Disclosure Act provision, Fraud Response Plan, Procurement Policy, Treasury Management Policy, Anti-bribery policy stamen and Criminal Facilitation of Tax Evasion Statement)	Review	Yes
Health and Safety Report (annual)	Review and Recommend	Yes

Policy / decision	Role of Committee	Board Approval required
Health and Safety Policy (annual)	Review and Recommend	Yes
KPI dashboards for finance, HR and Estates and Sustainability (termly)	Review	No but go for information
Management Accounts	Review and approve	No
Sub-Contracting fees and charging Policy	Review and Recommend	Yes
Sub-Contracting Strategy (annual plan)	Review and Recommend	Yes
Treasury Management arrangements	Review and approve	No

Approved by the Governing Board on 3 December 2024