

Moulton College
Finance and Resources Committee Meeting Minutes

Date: 17 November 2025

Duration: 1h 56m

Present:	Michelle Pledger	Independent Governor, chair
	Charles Matts	Independent Governor
	Mohamed Saeudy	Independent Governor
	Oliver Symons	Principal

In attendance:	Alicia Bruce	Chief Operating Officer
	Andrew Bailey	ED Customer Experience
	David Aldridge	ED Human Resources
	Faye Williams	Vice Principal
	Jack Marlow	Farm Manager
	Sarah Bunney	Finance Director

SECTION A – ROUTINE ITEMS AND GOVERNANCE:

Apologies for absence

1. Apologies were accepted from Karen Squires.

Declarations of interest

2. There were no declarations of interest.

Minutes of the last meeting (Agenda item 3, Paper A)

3. The minutes of the meeting held on **Monday 15 September 2025** had been circulated previously and were **approved** as a true and accurate record.

Matters Arising (Agenda item 4, Paper B)

4. There were no matters arising or outstanding actions discussed.

SECTION B – STUDENT EXPERIENCE

5. Student Recruitment Position Report

- FE recruitment performing well; HE growth slightly above plan; apprenticeships below target.
- Adult AEB allocation (£1.2m) requires focus; partnership with Perl for online delivery and job centre engagement.
- Potential in-year funding uplift for 16–18 growth; HE growth noted as positive but modest.

6. Student Bursary Report

- Governors were reminded of their duty to ensure appropriate spend of the bursary.
- Fewer claims last year but of a higher value. No request was denied. Those who needed help with their studies received what they needed.
- Reassurance that the funds were used appropriately and had been secured again for the current year.
- **Resolved:** that the report be accepted.

7. Tuition Fees, Accommodation and Transport 2026-27

- Residential fees unchanged to remain competitive; new 5-night option introduced.
- HND/HNC fees discounted to align with competitors.
- Risk noted if majority opt for 5-night package, but strategy aims to increase overall occupancy.
- **Resolved:** that the Tuition Fees Policy be recommended to the Board for approval

SECTION C – RESOURCES

8. IT Annual Update

- Cyber Essentials maintained; network security strengthened.
- Teams telephony rollout on track for December; PBX retirement planned.
- Disaster recovery tested successfully during unplanned outage.
- AV teaching rooms fully upgraded; future refresh cycle 3–5 years.
- Capital budget allocated to deliver this years plan.

9. Farm Report

- Countryside Stewardship and SFI schemes secure for 3 years.
- Grain marketing strategy flexible; most sales committed.
- Accurate P&L for all enterprises targeted by year-end.
- Exploring funding for equipment; potential R&D bid worth £800k.

10. Sustainability

- Carbon footprint analysis delayed; Positive Planet report expected January.
- Need for monthly data collection on utilities and transport identified.
- Receive sustainability report and audit outcomes at next meeting

11. HR & Restructure

- Restructure completed: 11 redundancies, 5 redeployed, 12 retained in new roles.

- Bedding-in period expected to last academic year; risk of further voluntary departures.
- PDR completion rates low; discussion on linking to pay and moving to rolling reviews.
- Redundancy cost was noted, was within forecasted amount. One case with ACAS under early conciliation.

12. Gender Pay Gap Report

- Statutory report approved for submission and publication.
- Committee noted need to consider EDI implications in future strategic planning.
- **Resolved** – that the Gender Pay Gap report be approved for publishing

SECTION D – BUDGETING AND FINANCIAL PERFORMANCE

13. Financial Position

- Quarterly management accounts show downside risk from apprenticeships/adults but upside from 16–18 and HE.
- Cash generation forecast reduced but remains positive; health score at “Requires Improvement.”
- Loan renegotiation: reduced capital repayments agreed; formal signing expected January.
- Quarterly management accounts noted; reforecast accepted.
- For a prudent set of accounts good to see more positives this year.
- Thanks were given for detailed commentary.

14. CFFR Letter

- CFFR Letter was received and governors signposted to the web portal which was demonstrated.

15. Balanced Scorecard

- The populated balance scorecard was presented.
- Governors had the opportunity to ask any questions.

SECTION E – RISK MANAGEMENT

16. Risk Management

- Strategic risk register reviewed; emphasis on stakeholder engagement and partnership with University of Northampton.
- Memorandum of Understanding signed with university and Northampton College.

SECTION F – CLOSING ITEMS:

17. Decisions Made

- Gender Pay Gap report approved for submission.
- Fees Policy for 2026 adopted, including new residential options.
- IT strategy and disaster recovery approach endorsed.
- Quarterly management accounts noted; reforecast accepted.

18. Impact of Governance

- Good challenges around the papers, where necessary
- Can do more of the so what – reflect at the end of each paper.
- The detail remains useful even if then taken as read, with key highlights from the authors perspective
- Need to focus on external pressures – national and local collaboration
- We are doing better but always aim for more
- Need reassurance how we find the right people to achieve impact from new structure

19. Date of next meeting

- 1 December 2025.