

**PUBLIC MINUTES OF  
THE BOARD OF GOVERNORS STRATEGY BOARD MEETING HELD ON  
11 NOVEMBER 2024**

**Present:**

Mr W Abbott (External Board Member/Board Chair) (Chair)  
Ms A Berry (External Board Member)  
Mr M Burgess (Principal)  
Mr M Fabian (External Board Member)  
Mr N Greenway (Student Member) (except item 103/24)  
Ms M James (External Board Member/Board Vice-Chair)  
Mr P Lachecki (External Board Member)  
Ms S McKinlay (External Board Member)  
Dr H Moyes (External Board Member)  
Ms A Nutbrown (Staff Member) (except item 103/24)  
Ms G Read (External Board Member)  
Ms J Stackman (Staff Member) (except item 103/24)  
Mr M Williams (External Board Member)

**Apologies:**

Mr A Dover (External Board Member)  
Ms S Robertson (External Board Member)  
Mr D Kettlety - Director of Student Employment and Experience

**In Attendance:**

Mr A Bates - Chief Financial Officer  
Ms J Cosson - Governance Professional/Clerk to the Board of Governors  
Dr K Morris – Vice-Principal, Curriculum and Quality  
Ms H Snelling - Director of People and Culture

**Attendance: 86.7%**

**92/24 Private Business**

None.

**93/24 Apologies**

Were noted as above.

**94/24 Declarations of Interest**

It was confirmed that the Register of Interests recorded all the current declarations of interests of those present.

**95/24 Confidentiality of Items**

As marked (C) for a period of two years. All the marked items were declared confidential on the grounds of commercial sensitivity.

## **96/24 Minutes of the Meeting of 10 October 2024**

The minutes of the meeting were approved as a true record and signed by the Chair.

## **97/24 Matters Arising from the Minutes and Actions Matrix**

Members were provided with an Actions Matrix and noted the status update of each item.

## **98/24 Introduction and Reflections from Governors (C)**

At the last Board meeting, the Chair had asked if, before this meeting, Members would think of two or three key issues they are facing in their own businesses/lives that may be relevant to the College and be prepared to speak about them at the meeting.

For context, WA explained that the Board has been discussing how Members can influence strategy, particularly as they are not involved in the College day-to-day and not always as fully aware of all that is going on in the sector that can impact strategy. Governors have external perspectives that those working in the College every day may not have. To that end, some Governors have been asked to do short 10-minute presentations on their areas of expertise and knowledge as relevant to the College. WA intends to continue these going forward.

For this session, and to allow Governors a little more voice, WA invited Members to raise issues that they think may be relevant for the Executive Team to consider and reflect on, if they have not already, and to share their thoughts.

Several Members had sent their thoughts in advance and WA picked out some themes.

WA concluded that they boiled down to three key questions:

1. Who is the College providing education for?
2. What is it teaching/training people to do?
3. How is the teaching/training delivered?

WA asked MB what had struck him as interesting in the reflections. MB answered that several issues raised had resonated with him:

- The impact of changes to employers' NI
- Cyber attacks
- Staff stress
- The number of meetings people are required to attend.

## **99/24 Big Picture - GC Journey and Strategic Challenges and Opportunities (C)**

MB gave a presentation covering the College's recent journey and strategies, highlighting key events, enrolment trends, and strategic responses to various challenges.

GC has undergone significant transformations over the years. Key events include:

1990: Disaggregation  
1993: Incorporation and convergence  
2011: Merger with RFDC  
2017-18: Area Review  
2022: ONS reclassification

MB took Members through the enrolment trends that have determined the College's share of the market over the last 10 years or so.

MB outlined the key strategies the College has successfully employed in response to the structural decline in 16–18-year-old recruitment as well as some actions which did not work.

Members found it helpful to understand how the College has navigated the challenges it has faced over the last 10 years and leveraged its strengths to take advantage of opportunities. Members acknowledged that the strategic responses to structural declines, financial constraints, and market changes mean the College is well-placed to meet the continuing challenges.

#### **100/24 Staffing – Recruitment and Retention (C)**

HS delivered a presentation on the topic of recruiting and retaining staff at GC, exploring the external context, GC's current workforce, recruitment activities, and strategies to improve recruitment and retention.

HS reported that the external environment presents several challenges:

- Skills shortages: There is a significant gap in the availability of skilled professionals.
- Real-term FE pay deterioration: Pay in the Further Education sector has not kept pace with inflation.
- Retention: See below.
- Ageing workforce: A considerable portion of the workforce is nearing retirement age.

HS provided data for the GC Context.

She took Members through the recruitment activities during 2023-24 and the live vacancies.

HS explained the recruitment and retention risk cycle.

She outlined GC's benefits offer, which she believes is generally good.

She went on to set out the key themes from the recent CIPD conference.

HS concluded by asking Members to consider how the College could improve its employee offer.



### **101/24 Financial Position – Context and Challenges (C)**

AB introduced his presentation, which focused on the College's financial status and strategies, highlighting the reasons behind tight margins, the financial forecast, and strategies for improving financial health.

### **102/24 Date and Time of Next Meeting**

Business Board Meeting – 12 December 2024. Gloucester Campus.

*The Student Member and Staff Members (except the Senior Post Holders) left the meeting.*

### **EXTERNAL MEMBERS ONLY (C)**

### **103/24 Staff Pay Award**

Signed: 

Dated: 12/12/24