

**PUBLIC MINUTES OF
THE BOARD OF GOVERNORS BUSINESS BOARD MEETING HELD ON
10 JULY 2025**

Present:

Mr W Abbott (External Board Member/Board Chair)
Ms A Berry (External Board Member)
Mr M Burgess (Principal)
Mr T Burrell (External Board Member) – MS Teams
Ms S Dalby (Staff Member)
Mr A Dover (External Board Member)
Mr M Fabian (External Board Member)
Mr N Greenway (Student Member) (up to and including item 61/25)
Ms M James (External Board Member/Board Vice-Chair)
Mr P Lachecki (External Board Member)
Dr H Moyes (External Board Member)
Ms S McKinlay (External Board Member) – MS Teams (up to and including item 62/25)
Ms A Nutbrown (Staff Member)
Ms G Read (External Board Member)
Ms S Robertson (External Board Member)
Mr M Williams (External Board Member)

Apologies:

Mr D Kettlety - Director of Student Employment and Experience

In Attendance:

Mr A Bates - Chief Financial Officer
Ms J Cosson – Head of Governance
Mr S Harvey – Co-opted Member (from and including item 62/25)
Dr K Morris – Vice-Principal, Curriculum and Quality
Ms H Snelling - Director of People and Culture

Attendance: 100%

46/25 Private Business

None.

47/25 Apologies

None.

Acknowledging TB and SM's remote participation, the Chair emphasised the Board's preference for in-person full Board meetings unless absolutely necessary to join via Teams.

48/25 Declarations of Interest

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

GR declared a specific interest in a project she is currently involved in with the College.

PL reminded Members of his interest in relation to item 68/25. He was invited to remain for the discussion but would abstain from any decision.

49/25 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.

50/25 Membership Proposals

Members reviewed a membership paper prepared by JC.

RESOLVED: Members noted the membership changes since GRS last met, as set out in the GRS report to the Board, and:

- 1. Approved the election of Renark Cousins as Staff Governor from 13 July 2025 for a period of two years to 12 July 2027.**
- 2. Approved the re-establishment of the EWG from the autumn term 2025 to oversee the 125 Business Park Project. Membership for 2025/26 was agreed as follows:**

Mr Mark Fabian (EWG Chair) (External Board Member)
Mr Matthew Burgess (Principal/Ex-Officio Board Member)
Mr Peter Lachecki (External Board Member)
Mr Scott Harvey (Co-opted Member)

- 3. Confirmed the designated Board size as 17.**

51/25 Minutes of the Meeting of 27 March 2025

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

52/25 Matters Arising from the Minutes and Actions Matrix (C)

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

A Member had submitted questions following the last meeting and the Executive Team had provided answers.

53/25 Principal's Update (C)

MB provided an update on activities within the College and changes to the context in which it operates.

He reported that the College remains in a good place across all aspects: Curriculum, Staffing, Estates and Finance.

The following matters were highlighted:

- The College commissioned an external review of cross-college High Needs which confirmed some concerns. Despite this, discrete High Needs provision remains Good and the College expects High Needs to be self-assessed as Good overall this summer.
- There will be some leadership changes in the College over the summer.
- There have been several funding announcements which are mostly helpful.
- The government's Industrial Strategy has been published.
- A Skills White Paper is due in the autumn and a SEND White Paper is expected, which may be controversial.

MB provided an update on the 125 Business Park Project, specifically mentioning an issue with a Seven Trent pipe running through the site. It was noted that this could impact the project's viability.

A Member noted the reduction in demand from employers for apprentices and wondered if there is anything the College can do to increase uptake. MB replied that the fall in demand is due to a lack of business confidence among employers. With employer national insurance contributions having risen last year, the cost of taking on another employee at age 16-19 is a risk which businesses are hesitant to take in the current economic climate. Some larger employers are going through redundancy rounds, which further impacts their willingness to take on apprentices. AB confirmed that it is a national picture. The sales team is working harder than ever to find employers willing to take on apprentices. Despite their efforts, the leads coming in are fewer, and the team has to work much harder to secure placements.

RESOLVED: The Principal's Update was noted.

54/25 Approval of Operating Plan 2025/26 (C)

MB presented the proposed Operating Plan for the College for 2025/26, emphasising the importance of prioritizing key areas.

The plan appeared quite extensive and MB acknowledged that it is crucial to focus on the most critical areas to ensure successful implementation.

MB discussed the allocation of resources to priority areas, ensuring that the necessary support is available to achieve the plan's objectives. He emphasised the need to balance aspirational goals with practical considerations.

Members discussed the continuing need to comply with OfS conditions of registration. It was suggested that there might be a scaling back of requirements for FE in relation to Lifelong Learning to avoid duplication but it was also noted that strict requirements can be a benefit to the College in terms of scrutinising its HE partners.

A Member asked if the Executive Team is confident that appropriate focus and resource has been allocated to priority areas and was informed by MB that he believes so. Much of the plan remains the same year on year in terms of delivery of

provision. The Executive Team have spent time reviewing the proposed work plan to ensure it aligns with the organisation's goals. The Chair added that the College has a history of successful delivery of the plan.

RESOLVED: The Operating Plan for 2025/26 was approved.

55/25 Student Progress Update (C)

KM presented the Student Progress Update. The paper included updates on key curriculum and quality issues such as:

- Headline progress measures for 2024/25.
- Progress against the Quality Improvement Plan for 2024/25.
- Internal and external reviews.

Headline progress measures for 2024/25: There are no concerns with retention data. 16-18 attendance is slightly lower than YTD and below target and English and maths attendance remains low and below target.

Progress against the Quality Improvement Plan for 2024/25: The actions being worked on were outlined in the paper. MJ confirmed that progress is monitored through C&Q. The key area for development related to discrete High Needs. The College has now received external assurance confirming the progress it had recognised.

Internal and external reviews: The cycle of reviews for 2024/25 has been completed as follows:

External reviews were completed in:

- Cross-college High Needs.
- AM1 Arts.

RESOLVED: The Student Progress Update was noted.

56/25 People Update (C)

HS provided an update on progress against the People Operational Plan, as well highlighting key risks and challenges.

Recruitment remains consistent with previously reported updates. Pockets of challenge remain and impact on course delivery, growth and staff morale. However, the College continues to appoint well, with high applicant numbers, in many areas of the College. There is no one single solution to address recruitment and retention and work continues, as a priority, to try all possible solutions. There has been some success in trying new approaches.

The staff survey provided largely very positive feedback, which mostly sits higher than the education benchmark available from the survey company. A twofold approach is being taken to respond to the feedback: a) collaboratively within each

individual department and b) recognition and response to College-wide themes led by Executive Team.

A Member noted that only 39% of staff felt actions were taken in response to surveys and wondered if College was doing anything to address this. HS explained that this has been raised with staff at academic staff meetings. The College has not carried out a survey for a long time and many staff could have responded neutrally on this point. The College is taking a two-pronged approach to responses: the Executive Team is looking at cross-College themes and implementing changes and individual teams are reviewing their specific feedback and developing action plans. The next survey will be carried out in February. It is hoped that regular surveys and the impact of actions on day-to-day work will lead to greater satisfaction levels.

MB added that the big themes are workload due to staff shortages and pay, which is beyond the College's control. These issues score badly nationally.

A Staff Governor reported that they did not believe there was dissatisfaction across the board internally, certainly not within their own team.

Another Member asked if the College intends to move from an annual survey to pulse surveys using technology e.g., texts. HS replied that the recent survey is a starting point since a full survey has not been carried out regularly for a while. The company that the College used does offer other types of survey which the College will consider but it is important to ensure that the College has capacity to respond to feedback from more frequent surveys.

HS was asked if there is any national staff benchmarking for education that the College can use to compare itself with. She informed Members that the company the College used can supply general benchmarking information but, as far as she is aware, there is no such data specifically for the education sector.

Members were pleased to note that absence rates are reducing, albeit with monthly fluctuations, and managers are being enabled to support and manage absences. It is hoped that the new Sickness Absence Policy will aid effective management and be more accessible for all members of staff. A Member suggested that a right of appeal should be added to the policy.

HS reported that recommendations for a new staff performance system presented to the Executive Team by the Aspire Group have been approved. The project has been well received by those involved and the output is strong. The College will now move to a pilot stage, with the intention of implementing the new scheme in January 2026. Next year, there will be greater structured development of all people management and the dual theme of performance through people and inclusivity/belonging will be worked on across all leaders, managers, staff and the next cohort of Aspire.

A Staff Governor commented on the mitigations in relation to performance management set out in the Board Assurance Framework and queried whether the terminology should be updated to reflect the change to 'personal development conversations' since this a significant change in approach. HS replied that the

changes are in the pilot stage at the moment. The BAF will be updated when the new system is fully rolled out in January.

The Deputy Designated Safeguarding Lead Governor observed that, although the mandatory training figure was high, it was not 100% and Safeguarding training was only at 89% completion. They asked if there are consequences for non-completion of mandatory training. HS responded that completion rates are reviewed monthly and there are lots of follow-ups. Some of the non-completion could be due to maternity leave or sickness. The figures never drop to a concerning level.

A Member wondered if the risk rating for staff recruitment has increased and if the College has had any new thoughts on how to improve recruitment rates. MB referred to a Public Accounts Committee report published the previous day in relation to the government's five missions. He reported that he had asked for the risk to be increased in some areas following the recent School performance reviews since the impact of recruitment challenges is impacting them. HS added that there is no single solution to mitigate the risk but a lot of work is going into chipping away at it and the College is seeing small successes. She emphasised that the College is not understaffed in every area, rather some key areas. She assured Members that it is a top priority for the College.

The Member noted that the situation is challenging and required continuous effort to address. They asked if more effort is being put into retention in certain areas. HS confirmed that recruitment and retention are both elements of resourcing and that improving the employee offer and addressing workload issues are critical for retaining staff. She mentioned various initiatives that had been implemented to enhance the employee experience including harmonising terms and conditions and adding additional benefits. These do not necessarily have to involve great cost.

The Chair asked HS how the People Team remain motivated when recruitment is challenging. HS responded that the team are motivated by the link between the hard work they put in and the results, and by the feedback they receive. They continually look at ways to streamline processes and have enjoyed a more collaborative approach to recruitment with the academic teams. She added that there are many other positive tasks that the team perform which keep them motivated such as learning and development work.

RESOLVED: The People Update was noted.

58/25 Financial Matters: (C)

Management Accounts

AB presented the Management Accounts to May 2025.

AB provided an update on the College's financial position against KPIs, progress against the 3-year Financial Plan, and overall financial health.

Key updates included financial position, EBITDA, contributions from new higher education partnerships, LGPS contribution rates, operating cash movement, year-end cash balance, liquidity, borrowing, and bank covenants.

RESOLVED: The Management Accounts were noted.

Financial Forecast Update including Approval of 3-Year Financial Plan (incorporating annual budget and pay award considerations prior to submission to ESFA 31 July) including Subsidiaries

AB presented the updated 3-Year Financial Plan for the College and reported the movements from the figures previously submitted to the Board.

The plan projected positive cash flow for the next few years, with caution advised for demographic changes in later years.

A Member noted that pay awards had been assumed in the plan but that there was no inflation assumed on non-pay costs and wondered why. AB responded that, where these are known, they have been factored in so they are included in the overall figures but have not been allocated to individual departments. The plan provided for some contingency but it is hoped to keep non-pay costs down.

Members were shocked at the scale of the local authority's SEND funding deficit (which they did not believe is sustainable) and the impact of government funding formulas.

Members discussed the increase in IT spend. AB advised that the Procurement Team have been through every line of spend looking at areas where they can make savings without compromising the quality of education and services provided.

Members concluded that the College is in a relatively strong financial position compared to many colleges in the sector and this enables it to do more than it would otherwise be able to do.

RESOLVED: The Board:

- **Approved the College's financial position and revised forecast.**
- **Approved the projected financial health grades for the next three years.**

Financial Benchmarking Update

Members reviewed a paper prepared by the Financial Controller updating them on revised FE Commissioner financial benchmarks.

AB reported that the College is generally performing well against the benchmarks with the exception of EBITDA which it struggles with. There is still no benchmark for cash generation. This is seen as a key factor in the College's overall financial health.

RESOLVED: The Board noted the letter from the FE Commissioner dated 11 June 2025 and the revised financial benchmarks published on the same date.

Approval of Revised Bank Mandate

Members had received a paper prepared by the Financial Controller requesting approval of changes to the College's bank mandate.

RESOLVED: The changes to the College's bank mandate were approved as set out in the paper.

Approval of Leases: Global/North Tower/Hub 8

Members were asked to approve leases in respect of parts of the Cheltenham campus. The leases did not fall within the Board's pre-approved lease conditions.

MB and AB explained the strategic importance to the College of the lease arrangements.

RESOLVED: Members approved:

- **A one-year extension to the lease to Global ATS of part of the 1st Floor from 4 September 2025 to 3 September 2026 as set out in the paper.**
- **A new lease of part of the 2nd Floor to North Tower Consulting Ltd as set out in the paper.**
- **A renewal of the lease to Hub 8 of parts of the 2nd Floor as set out in the paper.**

Members authorised the Head of Governance to affix the College seal and the Principal and another governor to sign the leases in accordance with the College's execution provisions.

Approval of Re-appointment and Fees of Internal Auditors for 2025/26

JC reported that the Post 16 Audit Code of Practice requires the Audit Committee to monitor the effectiveness of the College's internal audit service on behalf of the Board. There is no requirement to commission internal auditors but having an internal audit service in place, which may be supplemented by specialists in particular areas, is likely to assist the Committee in ensuring they have effectively discharged the requirements in the Post 16 ACOP.

RSM's internal audit programme for the year had been revisited and had been approved by the Audit Committee at their June meeting. A review of RSM's performance during the year was also carried out at that meeting.

RESOLVED: The Audit Committee recommended, and the Board approved, the reappointment and fees of RSM for next year as agreed with the College).

59/25 Approval of Estates Strategy (C)

MB introduced a paper updating Members on progress against the existing Estates Strategy and requesting approval of the ongoing strategy.

MB reported that good progress has been made against the strategy again in the last year. The highlights are:

- The new Construction Centre at Cheltenham became operational in September alongside a range of other improvement projects.
- Whilst capital has been limited, the overall condition of the estate is very good.

- The College has reviewed whether it should continue to use Alexandra Warehouse given refurbishment costs and concluded that the business case remains very strong.
- The College has exceeded its targets for carbon reduction.
- Work has commenced on developing a scheme to refurbish and expand 125 Business Park so that the College is in a position to submit a bid should an appropriate capital funding opportunity arise. Whilst progress has been made, the location of Severn Trent's drains present a major hurdle to being able to expand the College's footprint. The EWG will be reconvened from September. This had been covered earlier in the meeting.

A new Estates Strategy will be developed alongside the College's new Strategic Plan during 2025/26.

MB presented two other key items for the Board to consider:

1. The College has been allocated £1.6m to enhance the condition of the estate over the next three years. The paper set out the key items that this will be spent on. DfE have also commenced a Further Education Condition Data Collection FECD (2025) to identify condition to inform future capital allocations.
2. MB wished to canvass Members' views on potential changes to security arrangements which could affect the character of the College campuses.

Finally, MB raised a potential issue with plans by H2O Urban Partnership to turn a section of dockland at Gloucester Docks West Quay into more than 100 flats. A recent news article had been shared with the Board prior to the meeting. MB sought advice from Members on how to respond to the planning application. The Executive Team will reflect on the advice and suggestions.

RESOLVED: Members noted the Estates Strategy Update and approved the continuation of the current strategy.

60/25 Audit and Compliance (C)

Health and Safety Update

Members reviewed the Health and Safety Update.

RESOLVED: The Health and Safety Update was noted.

Risk Management Update

Members reviewed the Risk Management Update, Principal Risk Register and Board Assurance Framework.

A Member queried item 5.5 on the Risk Register where the risk had apparently reduced but the post-mitigation score was higher than the current assessment score. MB replied that it must be an error.

Another Member noted that several risks had increased and asked if, overall, the picture was riskier than previously. If so, they wondered if the College is confident in its mitigations and whether the mitigations are reflected in the Operating Plan.

MB could not say for certain whether the overall position was riskier or not than a year ago. In many ways he is more confident this year in relation to discrete High Needs, learner recruitment and the financial position. He noted that risks do move up and down as the year progresses and confirmed that the Risk Register is linked to the Operating Plan with the actions arising from the Operating Plan.

MB advised that some of the increased risks reflect early warning signs such as the risks in relation to AEB funding, and the risk in relation to High Needs funding changes, which is speculative.

Other Members observed that many of the increased risks are attributable to external factors beyond the College's control (e.g., policy changes, funding decisions) which the College can only respond to. It was felt that there is a greater sense of general uncertainty, especially around curriculum changes and frameworks, which could have a significant impact on the College and which the Board needs to be alert to. MB reported that the College is doing as much as it is able to plan for the defunding of qualifications next year in Computing and Health and Social Care.

Concerns were voiced about adult education funding, especially in the light of devolution trends seen in areas like WECA. Gloucestershire's status as a non-devolved authority was discussed, with speculation about future partnerships, the risk of losing control over local education budgets, and the potential for conflict with the local authority and other training providers. Members talked about the potential safeguards for the College

Members reviewed the Board Assurance Framework. This had been updated to include an additional second line assurance that GRS reviews FE Commissioner Reports to look for relevant lessons learned which could be applicable to the College. Also, the assurance RAG for People and Culture – Staff has been improved from 'yellow' to 'green' now that the People Operational Plan updates to the Board include reporting against the People Development Plan and engagement plans.

The Staff Governor advised that, in terms of assurance on student and employer satisfaction, the FE Choices survey will no longer be run so the reference needs to be removed.

RESOLVED: Members noted the changes to the Principal Risk Register and the Board Assurance Framework.

Subcontracting Update and Approval of New Subcontracting Arrangement

AB presented the latest College position on subcontracting.

The College's 2025/26 Subcontracting Policy is being reviewed and will need to be published on the website by 31 October 2025.

Members considered a proposal to work with Young Gloucestershire, an experienced external provider, for certain learner groups, subject to due diligence and regulatory approval. The College will need to meet the strict controls applied by DfE in relation to 16-18 subcontracting before they give their approval.

A Member endorsed the work done by YG.

RESOLVED: The Board noted the Subcontracting Update, approved the continued subcontracting arrangements with Global ATS and UWE and approved the College entering into a new subcontracting arrangement with Young Gloucestershire, subject to due diligence and regulatory approval.

Members thanked NG for his contribution as a Student Governor during the past year. They wished him well in his progression to university. NG commented that he had had a brilliant time at the College and had learnt a lot. He thanked Members for making him welcome on the Board and looked forward to seeing them at the HE awards in November.

NG left the meeting.

61/25 Approval of Policies

- **Data Protection and IT Security**
- **Sickness Absence**
- **Flexible Retirement**
- **Student Funds**
- **Tuition Fees**
- **Travel and Subsistence**
- **Financial Regulations**

Members reviewed the above policies.

RESOLVED: The policies were approved.

62/25 Committee, Subsidiary Company and Link Governor Reports (C)

SH joined the meeting.

Members had received minutes or reports from the following meetings:

- Betaris – 11 June 2025
- GFM – 11 June 2025
- GPS – 11 June 2025
- NCD – 11 June 2025
- Audit – 11 June 2025
- C&Q – 25 June 2025
- GRS – 2 July 2025

Audit – 11 June 2025 – AD had nothing to add to his previous comments under the Health and Safety item.

C&Q -- 25 June 2025 - The C&Q report provided an overview of the curriculum and quality discussions held at the June meeting. MJ commented that there has been good progress with teaching and learning with many more schools moving towards a self-assessment of Outstanding. It had been pleasing to see that the strategies used to improve discrete High Needs and Personal Development had been successful. The external reviews had helped to provide assurance of this to the Committee. The Committee is aware that there is more work to do in several areas and this is being addressed through the QIP. The meeting had discussed the changes in leadership in various areas. MJ mentioned some proposed changes to membership of the Committee.

GRS – 2 July 2025 – SH reported that the Committee had commissioned a recruitment exercise from Peridot Partners to search for an HR governor to replace GR who intends to step down from the Board in the autumn term. He informed Members that the outcome of the governor 1-1's he had carried out during the summer term had been reported to GRS and would be incorporated into the Governance Development Plan. He thanked Members for their participation in the meetings. GRS had discussed the sharing of Members' cognitive assessments and invited Members to consent to this.

Members reviewed the reports from the following Link Governors which they commented provided interesting additional insights into the link areas:

SH – Digital Technology

GR – Mental Health and Wellbeing

HM – EDI

GR drew attention to two observations from her meeting. Firstly, the College will lose two Safeguarding posts when funding is withdrawn which will reduce its ability to manage risks in that area. Peer on peer bullying has increased at Cheltenham, possibly linked to a lack of social space. The College confirmed that resource in the Safeguarding Team is being revisited, and the bullying and lack of social space will be investigated.

HM confirmed that, at their recent meeting, she and KM had discussed the recently published UCAS data for 2025. She was surprised to learn that there had been a national drop in applications to study Computing, particularly in view of its importance to GC and Gloucestershire. Also, that Computing is the worst performing sector in NSS scores. She suggested the College explore the options for using the Lifelong Learning Loan to encourage applications.

Anecdotally, a Staff Member had heard that students are not taking up traditional IT roles anymore as they will not be relevant in future. However, KM reported that the College's HE IT applications are up by 70% indicating that our students still see the value of the programme but appreciating that traditional job roles in that sector are changing. There was a discussion on the relevance of IT roles and the need for qualifications to match labour market needs. A Member confirmed that the technology industry is experiencing redundancies and there is a shift from traditional computing skills to jobs that did not exist previously such as AI prompt engineering. It was agreed that students need to recognise that qualifications are changing in response to the needs of the workforce.

The Chair thanked Link Governors for carrying out this crucial role. Their insights and observations foster collaboration and communication between the Board and College staff and help identify areas for further exploration and development.

SM left the meeting.

Annual Digital Technology Link Governor and IT Reports

SH gave the second annual Digital Technology Link Governor report. He reported that he will be standing down from his role as Link Governor in this area at the end of the academic year and TB will replace him.

He referred to the annual IT Report which KA had produced for SH to submit to the Board and to which he added his view as Link Governor for Digital Technology. The report covered developments in the implementation of hardware and software, cybersecurity, digital and artificial intelligence and routine work to ensure the underpinning IT/Cyber/Digital strategies are recognised.

SH thanked the IT Team for their openness and engagement during the year.

RESOLVED: The Annual Digital Technology Link Governor Report and Annual IT Report were noted. SH was thanked for his role in providing a further line of assurance in this area on the Board's behalf.

RESOLVED: The Committee and Link Governor reports were noted.

63/25 Items for Notification

Members reviewed the following items referred to in the committee reports and presented for by the committees.

- **External Audit Plan**
- **Internal Audit Plan**

They were reminded that the audit plans belong to the full Board and, although approved at committee level, they have the opportunity to comment and/or suggest areas for audit. Members were satisfied with both plans and had nothing to add.

RESOLVED: The Items for Notification were received and noted.

64/25 Use of College Seal

RESOLVED: The Board noted and endorsed the use of the Seal as set out in the paper.

65/25 Governance Matters

Governance and Regulatory Developments

JC presented a paper setting out the latest governance and regulatory developments that the Board needs to be aware of. These included details of the following matters and the actions to be taken in relation to each of them:

1. Safeguarding and Prevent

- **KCSIE 2025 (Draft):** Technical updates with future changes expected in 2026.
 - Emphasis on DSL responsibilities, online safety, and contextual safeguarding.
 - **Action:** Review Annex F, update safeguarding policies, and prepare for 2026 changes.

2. Financial Sustainability and Audit

- **New Audit Framework:** Replaces post-16 audit code; effective from 1 August 2024.
 - **Action:** Reviewed by Audit Committee; relevant for external audit in autumn.
- **Annex C:** Lists governance and internal control checks for regularity assurance.
 - **Action:** Ensure governance practices align with these expectations.

3. Legal and Legislative Updates

- **Supreme Court Ruling:** Defines “sex” in Equality Act as biological sex.
 - **Action:** College issued guidance; inclusive toilet policy reaffirmed.
- **Economic Crime Act 2023:** Comes into force 1 September 2025.
 - **Action:** Audit Committee to consider implications; Financial Controller to act.
- **Freedom of Speech Act 2023:** Revised implementation confirmed.
 - **Action:** Review College’s Code on Freedom of Speech.

4. Curriculum and Skills

- **Industrial Strategy:** Aligns FE curriculum with national priorities.
 - **Action:** Ensure strategic plan reflects sectoral and local labour market needs.

5. SEND and Careers

- **SEND Governance:** Use Equalities Act guide to create action plan.
 - **Action:** Sent to SEND Link Governor and Chair of C&Q.
- **Careers Guidance:** Updated statutory guidance.
 - **Action:** Passed to Careers and Skills Link Governor.

6. Inspection and Governance

- **Ofsted Framework Reform:** Changes to inspection criteria.
 - **Action:** Ensure Board is briefed and College is inspection-ready.
- **OfS Condition E7:** New governance condition from August 2025.
 - **Action:** For information. No action.

7. Cybersecurity and AI

- **Cyber Governance Code:** New voluntary code and training modules.
 - **Action:** For review at next Audit Committee.

8. Governance Practice and Development

- **AoC Code of Governance** and **DfE FE Governance Guide** updated.
 - **Action:** Governors to familiarise themselves with changes.
- **Weston College Review:** Lessons on governance failures.
 - **Action:** GRS and SSEC reviewed; SPH pay approval to be discussed at Board.
- **FEC Letters:** Governance and financial benchmarks guidance.
 - **Action:** Amendments to I&A and Standing Orders required.

9. Equity, Diversity and Inclusion (EDI)

- **AoC EDI Strategy 2025–2028** launched. Focus on inclusive governance and student success.
 - **Action:** For review by EDI lead and Link Governor.

10. Governor Training and Development

- **Training Opportunities:** ETF CPD, AoC webinars, finance masterclasses.
 - Action:** Governors to review and update learning records; sign up for sessions.

RESOLVED: The Board noted the Governance and Regulatory Developments since the last meeting and the actions taken as a result.

Governor Learning and Development Activity and Reports

Members reviewed Governor Learning and Development Activity and Reports from PL, MW, AB, MF, AN, MJ and JC in relation to an LSIP information session, a College Construction Management event and the AoC Governors' Summit.

MW reported that the Construction event was well run and he had been given a tour by a member of staff.

MF informed Members that the AoC Summit was very reassuring in that nothing had come as a surprise.

The Chair thanked Members for undertaking these activities.

RESOLVED: The Board noted the Governor Learning and Development activities, which enrich governors' understanding and oversight of the College.

Annual Review and Approval of Board and Committee Terms of Reference/Agenda Cycles and Appointment of Chairs

Members reviewed the Board, Audit, C&Q, GRS and SSEC Committee Terms of Reference and Agenda Cycles for the coming year 2025/26, which are reviewed annually and had been considered at committee level.

It was noted that further changes may be required to the ToR through the year, particularly the Audit Committee ToR once the CFH has been updated.

RESOLVED: The Terms of Reference and Agenda Cycles for 2024/25 were approved and the appointment of Committee Chairs and Vice-Chairs approved as follows:

Audit: AD Chair; Vice Chair vacant

C&Q: MJ Chair; SR Vice-Chair

SSEC and GRS: PL Chair; MJ Vice-Chair of GRS, TD Vice-Chair of SSEC.

66/25 Any Other Business

It was noted that it was AN's last meeting as Staff Governor. The Chair thanked AN for her contribution to the Board which had been much appreciated. AN was disappointed to be leaving but felt privileged to work at the College and was grateful for the opportunity to give back as a Staff Governor.

67/25 Date and Time of Next Meeting

Business Board – 2 October 2025, Cheltenham Campus

SD and AN left the meeting.

68/25 Approval of Non-Consolidated Staff Payment for 2024/25

Confidential External Members Only Minute.

69/25 SSEC Minutes 2 July 2025 and SSEC Chair's Report

Confidential External Members Only Minute.

Signed:



Dated:

2/10/25