



## **BOARD OF GOVERNORS: RESOURCES COMMITTEE**

Minutes

Thursday 26 September at 08.30

Online via Zoom

<b><u>PRESENT:</u></b>	Sam Foley ( <i>Committee Chair</i> )	<u>Meeting Attendance</u> (1 out of 1)
	Gillian May ( <i>Group Principal and CEO</i> )	(1 out of 1)
	Antonia Spinks	(1 out of 1) ( <i>Part</i> )
	Signe Sutherland	(1 out of 1)
	Kiran Virdee	(1 out of 1)
	Angela Wellings ( <i>Chair of Governors</i> )	(1 out of 1)
<b><u>APOLOGIES:</u></b>	Louise Fellows	(0 out of 1)
<b><u>IN ATTENDANCE:</u></b>	Susan Brady (Group Director People)	
	Karen Griffiths (Group Vice Principal)	
	Tracy Reeve (Group Director of Governance)	
	Lucy Gill (Group Director of Finance)	
<b><u>OBSERVER:</u></b>	Simon Wright (Assistant Principal Curriculum & Quality – Sixth Form)	

### **PART I**

<b><u>MINUTE No</u></b>		<b><u>ACTION</u></b>
1.	<b><u>Apologies for Absence</u></b> The Director of Governance (TR) informed the meeting that apologies had been received as detailed above. It was also noted that Antonia Spinks would be slightly late joining the meeting as she had an early work engagement.	
2.	<b><u>Notifications of any other business</u></b> ➤ <u>Year End to 31 July 2024</u> The CEO informed the meeting that she would present a short update on year-end 2023/24 with the Group Finance Director at the start of the meeting (under Matters Arising) as it would provide context for many of the agenda items. There was no other business notified.	
3.	<b><u>Declarations of Interest</u></b> No Member declared a conflict of interest with the agenda.	
4.	<b><u>Minutes of the Previous Meeting of Resources Committee</u></b> The meeting considered the minutes of the TWFCG Resources Committee meeting of 25 June 2024 which had previously been circulated to all members and <b>were agreed as a true record. They would be taken as signed by the Chair.</b> <b><i>All Members were agreed</i></b>	
5.	<b><u>Matters Arising of the Previous Meeting of the Resources Committee 25 June 2024</u></b> The Director of Governance (TR) presented a report which confirmed that all matters arising had been actioned or would be actioned in the future (timing not due for completion yet).  • <b><i>ESFA Funding Audit</i></b> The meeting noted that the PwC Funding audit 2022/23 had been concluded in July 2024 and	

the WFCG Financial Statements had been finalised by external auditors RSM UK Audit LLP and submitted to the ESFA.

- Year-end 2023/24

LG shared a presentation which had also been shared with Audit Committee (25 September) for information. The final end-year position on 31 July 2024 was slightly adrift of the College Financial Forecasting Return (CFFR) forecast with an EBITDA deficit of £2.125m (4% of revenue). Governors sought and were given confirmation that the financial health grade would remain at Requires Improvement as forecast in the CFFR and cash was better than planned. The meeting was reminded of the impact of the following five factors on pay costs:

- Post merger contractual alignment
- Removal of pay band G
- Progression related pay
- 5% increase in TPS pension contributions April 2024
- Replacement rate pressure on new recruits

LG highlighted that £140,000 of the restructuring costs related to July so had been posted in the 2023-24 year. The meeting was assured that management continued to proactively manage payroll costs and the August and September payroll had been below budget reflecting the restructure implemented at the end of 2023-24.

The CEO (GM) reminded the meeting that the pre-merger position for WFCG had been a negative EBITDA position (when the additional income from Strode's Lane was excluded) and BCA was breaking even. The WFCG and BCA merger had cost a considerable amount, and the College received no funding to support this from DfE. The continued growth in learner numbers with lagged funding of £2.2m being received in 2024/25 and the lower payroll baseline would mean that the College returned to a positive EBITDA position of circa £1.6m in 2024/25 rather than in 2023/24 as originally planned at merger. The strong enrolment for 2024/25 would also continue the growth in lagged funding into the 2025/26 academic year. GM informed the meeting that when the FE Commissioner had visited Langley College in July 2024 the management team had briefed her on the poor year-end position 2023-24 but highlighted that 2024/25 would be the turnaround year – one year later than originally planned in the post-merger plan. GM suggested that once the Financial Statements 2023/24 were finalised and submitted to the ESFA (January 2025) the Governors should formally write to the FE Commissioner to outline the disappointing end-year position but also to highlight the return to a positive EBITDA position in 2024/25. Governors agreed that this seemed a sensible proposal and noted that it had also been supported by Audit Committee Members.

Governors sought clarity on any anecdotal evidence from other colleges and GM confirmed that although WFCG was not in the worse position as cash reserves were good, the EBITDA deficit as a percentage of revenue was quite high. GM suggested that the College could get ahead of any negative news by doing an article for FE News on the subject of 'How to do a merger the right way and what it really costs you'. Governors agreed that often the best form of defence was 'attack' and highlighted that there was a strong quality improvement story post-merger to mitigate the delay to the financial recovery.

The Chair of Resources Committee (SF) thanked the Executive for their transparency and commended the assurance moving forward in relation to the very tight control of pay costs. The Director of Governance (TR) confirmed that she had attended a recent Exec Meeting where every new or replacement post was scrutinised in detail. SF accepted that the percentage of negative EBITDA versus income might make the college stand out but there was evidence within the sector of other colleges going into formal financial intervention. GM highlighted that the statutory accounts position might look different as the College might have a positive pension asset, but this did not impact the underlying performance. Governors sought confirmation when the WFCG financial results 2023/24 would be in the public domain and GM confirmed that the Financial Statements had to be filed with the ESFA by 31 December 2024. The meeting agreed that by this point the college would have six months of positive progress to demonstrate that it was on track for a positive EBITDA of £1.6m in 2024/25. The meeting discussed the value of the monthly management accounts which would give governors assurance against the progress to a surplus. LG confirmed that she would also be a very close watch on other externally driven costs e.g. exam costs and utilities

which were big numbers and were outside management control. The Chair of the Corporation (AW) sought confirmation on whether the budget contained a vacancy factor. The Director of People (SB) confirmed that the college did not use a formal vacancy factor but there were always a number of posts that were vacant as they were 'hard to fill'. AP Sixth Form (SW) - who was attending the meeting as an observer – confirmed that the Assistant Principals and the Heads of Department looked carefully at group sizes to determine maximum staff utilisation before additional staff were requested.

***The year-end update 2023/24 was NOTED and RECEIVED***

6.

**Revised Financial Regulations**

LG presented an update to the WFCG Finance Regulations. The meeting discussed the question in relation to a Contracts Register which had been raised by KV (by email) before the meeting. LG highlighted that this related mainly to IT contracts at WFCG, and these would be aligned under a single contract with One Advance moving forward. The other significant contracts were with the Bus Companies and there were not many providers available that were able to service the 14-route contract. Although the contract had not been formally tendered since July 2022, the Transport Manager had sense checked costs and ticket prices against other colleges. KV thanked LG for the contract information which had been circulated in advance of the meeting for governor review. KV sought confirmation on whether all of the contracts had been updated to be in the name of WFCG (rather than BCA). LG confirmed that the contracts were in the name of WFCG, but some suppliers had not updated the college name that they held on their customer databases.

LG also reiterated her email information in relation to gifts received during the last year. ***It was agreed that an annual report on contracts and record of gifts received should be brought to Resources Committee at the first meeting of each academic year.***

LG

The Committee Chair questioned the reference in paragraph 4.5.1 which should refer to Resources Committee. ***The Director of Governance informed the meeting that she would double-check the document to ensure that the references to Resources Committee and Audit Committee action and responsibility were correct.***

TR

***The WFCG Financial Regulations were APPROVED as presented subject to the correction of all references to Resources Committee and Audit Committee.***

***[Antonia Spinks joined the meeting.]***

7.

**Treasury Management Policy (TMP)**

The Group Finance Director presented the document which had previously been considered at the Capital Development Steering Group in relation to the proceeds from the sale of the land at Honey Lane, BCA. The meeting was reminded that the entirety of this money was ring fenced for the remedial and repair work to the grade 1 listed assets at BCA centred on the Mansion. LG confirmed that a restricted reserve would be used to separate these funds, and a separate bank account had already been opened ready for receipt of funds later in the autumn. LG confirmed that there would be regular financial reporting in relation to the Heritage Works Project being led by the Coreus Group.

The Committee Chair commended the clarity of seeing a tracked and clean version of the policy. SF also sought and was given confirmation that the college had to adopt a zero-risk policy in relation to the proceeds from the land sale. Governors noted that once the proceeds from the land sale were received (circa £11m) these would be included in the WFCG accounts so that the trading position and restricted fund position was shown separately. LG confirmed that the sale income would not be included in future Financial Health calculations.

Governors questioned the levels of designated approval included in the TMP, but LG confirmed that all payments would require two separate approvers and the heritage works payment runs were likely to be high cost. Governors were assured that the Group FD would have daily visibility on the Santander system and the banking app. The meeting discussed paragraph 8 of the TMP in relation to the annual financial statements audit which would also review the restricted funds. The Committee Chair asked whether the newly appointed external auditors – MHA - were aware of the additional work in relation to the restricted reserve and whether this work would incur additional charges. LG confirmed that she had

discussed this already with MHA as the receipt of funds might happen before December 2024 and create a post balance sheet event. LG confirmed that MHA had not indicated any additional charges at this stage and management would aim to hold the fees to those quoted (as discussed at Audit Committee on 25 September 2024). Governors discussed how Resources Committee would monitor the use of the restricted fund as the BCA Heritage Project progressed, and the meeting agreed that they should see a quarterly update.

***The meeting APPROVED the Treasury Management Policy and AGREED that a quarterly report on the Reserved Fund should be presented to Resources Committee once the College was in receipt of funds from the land sale at BCA.***

8.

**Human Resources (HR) Report**

The Group Director People (SB) presented a report which provided information for Governors on the group's key HR data for the academic year 2023-24. The meeting considered this report which contained information and data on the following aspects of the college groups' HR work: recruitment and selection; headcount; staff turnover; sickness absence; staff profile by gender, age, ethnicity, and disability. The HR department managed staff and recruitment across all four sites; the headcount across the group was 966 in August 2024 which was a reduction of 36 on the prior year. SB informed that headcount and turnover would be reviewed further for the November 2024 Resources Committee meeting.

The key aspects of the report were noted as follows:

- Sickness absence rates had improved compared with the prior year (3.66 days per employee average versus 4.26 in 2022/23); these remained below national averages. SB highlighted that the HR Team were still reminding managers of the importance of accurate sickness reporting.
- **Key Challenges:**
  - Recruitment: Despite hiring 204 staff, 36 positions remain unfilled, particularly in high-demand industries such as Construction, Motor Vehicle and Engineering.
  - Adhering to safer recruitment requirements post Ofsted provides challenges given the level of recruitment and the need for a quick turnaround.
- **Staff Profile**
  - Gender: 71.5% of staff are female, above the sector average of 64%.
  - Age: 41.2% of staff are aged 45-59, indicating the need for succession planning.
  - Diversity: 21.7% of staff are from ethnic minorities (sector average: 14%); 6.5% have declared a disability, compared to 24% nationally. Staff diversity would be a focus to align with community representation and upcoming equality legislation. The lack of data on staff protected characteristics was discussed even though there had been numerous requests for staff to complete this data.
- **Employment Risks**
  - Recruitment & Retention: Competitive salaries in other industries and ongoing vacancies
  - Succession Planning: A large portion of the workforce nearing retirement risks future staffing challenges.
  - Compliance: Low disability (6.5%) and ethnicity (21.7%) declaration rates may pose risks under new equality legislation. SB informed the meeting that just under 10% of staff had not declared their ethnicity and 30% had not declared their disability status; as a result the declared 6.5% disability rate was likely to be too low.
  - Wellbeing: Continued focus on health and wellbeing is essential, especially for older staff, to prevent absenteeism and turnover.

SB outlined the actions that were planned to mitigate these risks.

- SB would speak at an All Staff Briefing explaining the importance of the College having access to full staff profile information.
- Time would be provided at Staff Development Day on 25<sup>th</sup> October to allow people to complete the staff profile information.
- Widen the College's reach when recruiting by using the diversity jobs groups i.e.

jobs4disability, jobs4ethnicity, jobs4LGBTQ+.

- Introduction of an e-exit survey to encourage more staff to provide us with reasons for leaving.
- HR Business Partners to work with their managers to identify key areas of risk for areas, enabling further action planning.

The Committee Chair sought clarity on whether management understood why people were reticent to declare their staff profile information. SB confirmed that the College did not currently have a clear understanding, but she would be reviewing this after the Whole College Training Day on 25 October where more information would be sought. SB reminded the meeting that this data would become even more important as pay gap reporting was introduced for disability and ethnicity as well as gender. The Chair of the Corporation (AW) asserted the need for a full cultural approach across the organisation in order for people to see that it was a positive move. A wider focus on EDI and training across WFCG rather than just on data collection would be better in the long-term. **AW suggested that it would be helpful for governors to see the diversity data by levels of staff, function (teaching, support, management) and by site to help with future succession planning.**

SB

**The Human Resources update report was NOTED**

• **Pay Benchmarking – Teaching Staff**

SB presented a paper which highlighted that the college's current financial and recruitment challenges necessitated a thorough review of the pay structure for teaching staff. The report provided an analysis of the implications of reviewing hourly pay for lecturers, the criteria for determining where new teaching staff start on the pay scale and how this impacts existing staff and the overall pay budget. Additionally, it considered the potential inclusion of the joint union pay claim for 2024/25, which was calling for significant pay increases and workload improvements, in line with sector expectations. SB informed the meeting that WFCG was taking part in an AoC benchmarking working group along with nine other colleges.

Governors were reminded that the WFCG budget for 2024/25 had allocated approximately £640k for pay progression. However, it did not include any provision for a cost-of-living increase, as the Department for Education had not provided an award to colleges, unlike the support extended to schools for an award of 5.5% to teachers. Resources Committee members were informed that the Group's staffing cost-to-income ratio was 73.5% in 2023/24 which was above the DfE benchmark of 70%. GM confirmed that the college had implemented measures such as a partial recruitment freeze, reduced contract and curriculum restructuring to manage payroll costs. These were showing a positive impact with the first two months payroll costs of 2024/25 being within the reduced budget. However, recruitment challenges remained, with candidates for new roles often demanding higher salaries due to market conditions and cost-of-living pressures. The meeting noted the details of the pay structure for teachers in place at WFCG and the additional progression pay available to teaching staff rather than support staff and 30 managers who were paid on 'spot salaries' and did not receive progression pay.

SB informed the meeting that benchmarking against nine Southeast colleges indicated that WFCG's pay for staff on permanent (non-sessional) contracts was competitive, with only one college offering slightly higher salaries for teaching staff. The meeting was also reminded that WFCG's holiday entitlement for teaching staff was very generous compared to other institutions, offering 15 more days than the next highest college.

The DfE Workforce Data survey for 2022/23 reported the following:

- |  |         |
|--|---------|
| • Median pay of teachers in GFE                  | £34,600 |
| • Median pay of teachers in 6 <sup>th</sup> form | £44,300 |
| • WFCG median pay of teachers                    | £35,490 |

However, the WFCG hourly pay rate for sessional lecturers was less competitive, with three out of four comparable colleges offering higher rates. SB confirmed that any increase to the sessional hourly rate might aid recruitment, but it would have to be implemented within the existing pay budget. She also cited the importance of setting a clear protocol for determining where new staff began on the pay scale to ensure equity between new hires and existing staff. Governors (SS) suggested that the Group Director people should use contacts on the AoC working group to ask how other colleges set this starting salary. The

**MINUTE**  
**No**

**ACTION**

Committee Chair asked whether WFCG marketed the very generous leave package sufficiently loudly in recruitment. ***SB confirmed that the College should sell the whole package of salary and generous holiday and final salary pension more actively.*** Governors suggested that the community and culture across WFCG was part of a good positive offer.

**SB/ HR  
Team**

The meeting noted the 2024/25 Joint Union pay claim which included the following significant requests:

- A 10% or £3,000 increase in pay, whichever is greater.
- Colleges to adopt the Foundation Living Wage.
- A commitment to close pay gaps between Further Education and schoolteachers, as well as gender, ethnic, and disability pay gaps.
- Workload improvements, including a national policy on guided learning hours and a set of agreed wellbeing protocols.

The meeting agreed that these demands would significantly affect the college's pay budget and would require consideration in the context of WFCG's financial constraints and current recruitment challenges.

***The meeting RECEIVED the pay benchmarking report and AGREED that the HR Team should:***

- Review lecturer hourly pay in light of market competitiveness, benchmarking data and budgetary constraints.***
- Develop a clear and equitable process for determining where new staff start on the pay scale.***
- Consider the implications of incorporating the Joint Union pay claim into future pay structures.***
- Maintain the agreed budget position of awarding pay progression only for 2024 (with no cost-of-living award) until such a time as the government made a pay award to the college sector.***

**HR Team/  
SB**

9.

**Draft Year-end 2023/24 Management Accounts**

The Group Finance Director (LG) presented the management accounts for July 2024 which had previously been circulated to all governors by email. LG reminded the meeting that the July 2024 figures were provisional as there would be further adjustments for the preparation of the annual statutory accounts. However, these adjustments would not have a material impact on the year-end operating position. The key aspects were noted as follows:

- ***Income:*** Total income of £45.787m included the £96,000 clawback for the ESFA Funding Audit and was £87,000 adverse against the submitted CFFR position.
- ***Payroll:*** Pay costs in the CFFR submission were increased by £785k to £33.671m from the March reforecast. However, the July numbers included £146k of restructuring provisions that were paid in August as the final stage of the restructuring process for the 2023/24 year. As a result, payroll costs had exceeded the CFFR position by £185k.
- ***Non-pay costs*** were £16.431m which was £76k adverse against the CFFR, (£105k less than the March reforecast position). Governors were assured that non pay costs had been tightly controlled however inflation in utility prices had been significant at 54%.
- ***Year-end EBITDA:*** The resulting FY24 position was a negative EBITDA of £2.125m resulting in an ESFA financial health grade of Requires Improvement at 150 points; this was noted as a midrange RI score.
- ***Cash balance:*** The cash balance on 31 July 2024 was £4.327m, which was £271k higher than forecast in the CFFR as a result of strong cash collection in advance of year end and strong commercial lettings results. The cash days on 31 July were 33.08 days which was confirmed as above the sector minimum benchmark of 25 days and had remained at this level consistently for the last four months.

The meeting took the detailed Management Accounts as read; the year-end update earlier in

the meeting had discussed much of the detail. The meeting discussed the questions raised by Governors (KV) in advance of the meeting. LG confirmed that cash had not been generated at an operating level during 2023-24 and governors were reminded that this would turn around during 2024-25 when a positive EBITDA would generate cash. However, GM reminded the meeting that this cash had been allocated to investment in the IT infrastructure and operating systems, as agreed by the Board in May 2024 so cash reserves would not increase in FY25.

Governors (KV) sought confirmation on whether there was likely to be any issue around the Going Concern judgement within the external audit process. LG confirmed that she would be taking the external auditors (MHA LLP) through the budget 2024-25 as part of the audit process but she was not expecting there to be any issue around Going Concern at this stage. The meeting was reminded that the lowest level of cash days as submitted in the CFFR would be during February and March 2025 due to the Top Farm Drive development project.

The Committee Chair (SF) thanked LG for her transparency and for the clear accounts and narrative. SF acknowledged the large deficit 2023-24 but reminded the meeting that much of the deficit (circa £1m) was associated with one-off merger costs incurred in-year. The meeting commended the ongoing strong control of the staff costs which was such a large proportion of expenditure. SF commended the upward trajectory for 2024-25 with a strong enrolment providing additional growth but asserted the need for ongoing tight monitoring.

***The Management Accounts for July 2024 were NOTED and RECEIVED.***

10. **Closure of ESFA as an Executive Agency**

The meeting noted a letter from the CEO of the ESFA outlining the plans to close the ESFA as an Executive Agency in March 2025. GM assured the meeting that the Executive were still in close contact with the ESFA Team who would transfer over to DfE but continue to liaise with the College.

***NOTED***

11. **Risk Register**

The meeting considered the Risk Register 2024/25 which had been reviewed and updated by the Senior Leadership Team. This had also been discussed in detail at Audit Committee on 25 September 2024. The meeting noted the highest scoring risks and the update narrative explaining current mitigation and assurance levels.

- Risk 1 Failure to meet budget forecast and negative impact on financial health (risk score reduced from 20 'red' to 16 'amber'): This was a key risk for Resources Committee as the upwards pressure on pay was still a very real concern. The funding audit had also been an ongoing issue but was now resolved as discussed earlier in the meeting. GM confirmed that the risk had remained high for 2023/24 and was reflected in the year-end position, but lagged funding and tight control of costs would return the College to a positive EBITDA and financial health in 2024/25 (as discussed earlier in the meeting). The meeting agreed that the reduction in risk score was appropriate as the tight pay control being employed was having a positive impact.
- Risk 2 IT Failure with loss of data for staff or students (risk score kept at 16 'amber'): This key risk was now classified as number two on the Risk Register and capital had been ringfenced during 2024/25 for essential IT improvements. The need for systems upgrades to increase efficiency was now a priority.
- Risk 3 Uncertainty and risks associated with emerging national curriculum reforms (risk score remains at 12 'amber'): This key 'acute' risk was being well managed and senior staff continued to be engaged in advisory groups linked to reform. The meeting noted that the recent change of government had caused a pause in future curriculum change. The current thinking was that some of the BTECs might not be defunded and there would be scope for applied vocational qualifications to sit alongside T Levels; the sector was waiting for confirmation of this before the Christmas break.
- Risk 4 External Safeguarding Risks (risk score remains at 12 'amber'): The meeting was assured that the Executive Team continued to work with all relevant agencies in

relation to any safeguarding incidents.

- Risk 5 Poor student outcome data in some curriculum areas results in a challenge to the Good Ofsted rating and the resulting impact on quality and reputation (risk score remains at 12 'amber'): The CEO confirmed that post Ofsted inspection this continued to be a focus for management to ensure consistency across the four campuses.
- Risk 6 Changes to external funding risk future financial sustainability (risk score remains at 12 'amber'): The CEO reminded the meeting of the pro-active approach to adult education in Slough which was now being driven forward alongside the re-branding of Slough and Langley College. However, GM informed the meeting that there was still considerable uncertainty regarding growth funding for FY26 onwards. At a recent meeting with the Minister for Skills it had been made clear that there were no guarantees especially in relation to any adult funding uplift.

***Members NOTED and RECEIVED the updated College Risk Register***

12.

**Estates Update**

- Proposal for E Block at Langley College

The CEO/ Group Principal (GM) gave the meeting an update on the proposal to lease E Block at Langley College to Langley Hall Primary Academy (LHPA) on a long-term tenant-repair lease. GM informed the meeting that a draft Memorandum of Heads of Terms would be taken to the CDSG for approval on 22 October; delegated authority for CDSG to approve this draft Heads of Terms would be sought from the Board on 9 October 2024. GM informed the meeting that this lease to the school would generate a good income for the College and help to ensure that an unused building did not deteriorate. LHPA would be leasing the building directly – without DfE intervention or support – and were paying the market rate suggested by Vail Williams.

**NOTED**

- Minutes from Capital Development Steering Group, 1 August 2024

The meeting took the minutes from the CDSG meeting of 1 August as read; these minutes detailed the current progress with the land sale at Honey Lane BCA. GM informed the meeting that the next CDSG meeting had been deferred to 22 October as it was hoped that all of the legal paperwork would be in final format and available for approval by this date. The delays had to some extent been caused by both legal teams taking leave over the summer. Resources Committee were informed that a request for delegated authority for CDSG to approve the sale contract and move to exchange would be taken to the Board on 9 October. The Board had already seen detailed documents and the final sale proceeds were as reported to the Board in July 2024. GM informed the meeting that both parties would be looking for a long-stop completion date once exchange was enacted.

**NOTED**

13.

**Enrolment Report**

The meeting noted the current enrolment against ESFA allocation by college. At the time of reporting, 16-19 ESFA learner headcount across the College Group was 4,787, 279 ahead of the prior year enrolment (4,508). Against current retention rates (circa 80%) management estimated that this would equate to between £1.2m and £1.4m of lagged funding to be received in 2025/26. Members were reminded that this report was an early indicator of enrolment performance: for 16–19-year-olds but numbers could fluctuate until the census date in late October when the final funded number would be confirmed. For adults and apprentices, enrolment would continue through the year and updates would be reported for these and the Higher Education enrolments at the October Board meeting. The HE enrolment to date was 134 (118 in prior year); it was noted that Access to HE Courses were making a good recovery which was feeding from the very strong adult ESOL provision.

GM highlighted the very pleasing figures at Langley College which had exceeded its enrolment target of 1,250 by 10% (123 learners). BCA had also recruited well with 1652 16-18 learners enrolled against the target of 1550; this was the highest intake ever at BCA and was putting pressure on the coaches and rooming. BCA had also recruited 138 schools 14-16 students. Windsor had exceeded target by 4% (26 learners) with an intake of 646; much

**MINUTE**  
**No**

**ACTION**

of this was predicated on the new creative, screen and media curriculum but all areas had recruited well. Strode's recruitment was at 97% of target 1116 against the target of 1150; this was against a previous high point of 1400 learners. GM outlined the curriculum review taking place for the Strode's offer which would be adding L2 courses and some vocational provision to sit alongside the traditional A levels. SW (AP Sixth Form) informed the meeting that the plan was to add in T levels and to expand the Level 2 offer marketing it as a foundation year for a Level 3 qualification. The potential of attracting more level 2 students would also feed the pipeline for Level 3 progression. This strategy had been used by Woking College a few years ago which worked well for them. SW informed the meeting that this new offer would be promoted through the skills liaison work in Surrey schools.

Governors commended the very strong enrolment across the whole college group which showed compound growth on the prior year's strong enrolment. GM confirmed that the college would be submitting a request for in-year growth funding 2024/25 if it became a possibility. GM confirmed that the availability of growth funding would not be known until later in the academic year (February 2025). The meeting commended the excellent progress against the strategic plan (2024-29) for 16-18 learners; this had the target of 4,800 full time students (retained and funded) by 2028/29. The Joint Steering Group work pre-merger set the target of achieving 241 additional learners in 2023/24 and a further 200 by 2024/25. Both targets had now been exceeded with compound enrolment growth post-merger of 664 (385+279).

***The Enrolment update was NOTED***

14.

**Dates and Times of Future Meetings**

The dates and times for the Resources Committee meetings in 2024/25 were noted as:

- Tuesday 26 November 2024, 8.30am
- Thursday 6 March 2025, 8.30am
- Thursday 26 June 2025, 8.30am

TR confirmed that these meeting would be held online via Zoom and the calendar invites were already in people's diaries.

***Members NOTED the Resources Committee dates for 2024/25.***

15.

**Any Urgent Business**

There were no other urgent items of business raised.

**The meeting closed at 10.05 am.**

Chair.....

Date.....