



BOARD OF GOVERNORS: RESOURCES COMMITTEE

DRAFT MINUTES

Thursday 25 September 2025 at 08.30

Online via Zoom

		<u>Meeting Attendance</u>
<u>PRESENT:</u>	Sam Foley (<i>Committee Chair</i>)	(1 out of 1)
	Gillian May (<i>Group Principal and CEO</i>)	(1 out of 1)
	Signe Sutherland	(1 out of 1)
	Jo Croft (<i>Chair of Governors</i>)	(1 out of 1) (<i>part</i>)
<u>APOLOGIES:</u>	Antonia Spinks	(0 out of 1)
	Louise Fellows	(0 out of 1)
<u>IN ATTENDANCE:</u>	Susan Brady (<i>Group Director People</i>)	
	Karen Griffiths (<i>Acting Deputy Group Principal</i>)	
	Tracy Reeve (<i>Group Director of Governance</i>)	
	Lucy Gill (<i>Group Director of Finance</i>)	
	Wendy Stott (<i>Group Management Accountant</i>)	

PART I

MINUTE **No**

ACTION

- Apologies for Absence**
The Director of Governance (TR) informed the meeting that apologies had been received as detailed above. It was noted that Jo Croft would have to leave before the end of the meeting as she had to attend another meeting.
- Notifications of any other business**
The meeting was informed that a Notice of a Trade Dispute (received after the papers were issued) would be discussed later in the meeting.

There was no other business notified.
- Declarations of Interest**
No Member declared a conflict of interest with the agenda.
- Minutes of the Previous Meeting of Resources Committee**
The meeting considered the Part I and II minutes of the WFCG Resources Committee meeting of 26 June 2025 which had previously been circulated to all members and **were agreed as a true record.**
ACTION: The Chair asked for the word 'asserted' in the second paragraph on page 3 (in relation to the 8% interest rate) to be amended to 'noted'.
Subject to the amendment above they would be taken as signed by the Chair.
All Members were agreed
- Matters Arising of the Previous Meeting of the Resources Committee 26 June 2025**
The Group 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).

Revised Financial Regulations

LG presented an update to the WFCG Finance Regulations. Although these were not showing tracked changes the amendments had been highlighted at the start of the document. LG informed the meeting that the changes had been made in response to internal audit recommendations and compliance with the HM Treasury Managing Public Money (MPM) rules.

The updates were highlighted as follows:

- 3.3.1 Audit requirements
- 5.4.1 to 5.4.3 Updates to write offs and loss to cover MPM guidelines and limits; the meeting was reminded that this was limited to 1% of income or £45k by the Group Director of Governance.
- 6.3.2 Removal of exemptions for purchase orders for Insurance, professional services fees and consultancy (training taken on board and process changed).
- 6.4.2 Reference to section 6.7 'Single Source Supply' added
- End of section 6 - procurement table added
- 7.2.4 Added update to senior pay controls for limits subject to DfE approval
- 8.3 Added that proceeds of asset sales are ring fenced for future capital expenditure

LG informed the meeting that after these initial amendments further work would be undertaken on the Finance Regulations during the autumn term, as recommended by the college internal audit service (WBG). It had been suggested that the WFCG finance regulations were too wordy so LG would be changing the format to include tables and the process more clearly. This might include the use of annexes. There was also a need for the college to produce a clear Procurement Policy which would need to align with the Finance Regs. The Chair asked for a tracked changes version of the revised Finance Regs to enable governors to see the changes more clearly.

The meeting debated the need for purchase orders being raised in advance of any invoice being paid. LG confirmed that the Finance Team were now applying rigour to this rule – apart from in relation to exams costs. The Chair (SF) strongly suggested the introduction of a 'no Purchase Order (PO) no pay' policy. Group Management Accountant commended this approach which would help the finance team get to a better position during the interim period until the new finance system was introduced which would force the issue. However, WS did confirm that this was already moving in the right direction.

Governors (SS) suggested that any finance system needed to be able to cope with emergency payments. LG stated that even for an emergency vet call over weekend the staff could do a retrospective purchase order on the Monday. There was just a need to change the mindset of staff. Governors also suggested having an over-riding contract which could be drawn down for vets and exams; however, LG informed the meeting that the current finance system did not allow this but the new one would.

The Chair (SF) stressed the need for rigour and good financial hygiene and suggested that a 'no PO no pay' rule should be included in the wording of the Financial Regulations. However, the CEO suggested that this change might prove a step too far with the current finance system; any audit of process would test compliance against this rigorous rule if the Finance Regs were changed. GM informed the meeting that she did not believe that the risk of exposure was high and the finance team were improving the financial hygiene factor by getting staff to understand the importance of the financial process. Training was underway but not yet completed. GM suggested that the college should test itself using internal sampling to ensure compliance. The meeting also noted that a new finance system would be in place from July 2026.

The meeting NOTED and APPROVED the revised WFCG Financial Regulations and the additional changes that were planned during autumn 2025.

The Resources Committee strongly RECOMMENDED that the Finance Team implement a strict 'No purchase order – no pay' policy with no exceptions.

ACTION:

- i) ***Circulate a tracked changes version of the revised WFCG Finance Regulation to Resources Committee Members by email to allow them to see these initial changes.***

LG

MINUTE
No

ACTION

ii) Undertake a further review of WFCG Finance Regulations in advance of the November 2025 Resources Committee meeting.

LG

iii) Consider including 'No purchase order no pay' rule in the WFCG Finance Regulations.

GM/ LG

7.

Solar Voltaic power purchase agreement and lease proposal

The CEO/ Group Principal presented the document which had been written by the BCA Director of Estates. This outlined a proposal for several solar power opportunities across WFCG:

- Scoping exercise and feasibility exercise for rooftop solar panels at BCA. Need to quantify investment (all by third party) and recovered through energy generation. No financial exposure to the college.
- Separately a £54k grant to do feasibility work for spoil heap at BCA. Now almost acre square facility to install a solar array. This was noted as being at the utility end of the campus.
- The opportunity to mount solar arrays at Slough & Langley College (grant funded). A cost and benefit analysis was currently underway.

The Resources Committee Chair highlighted the need for the college to investigate roof strength and the need for insurance against roof damage. SF also asked that any feasibility should include questioning the supplier on their fire safety record as there was anecdotal evidence of solar panels catching fire.

The Group Director of Governance informed the meeting that she had sought legal advice – from Eversheds and the DfE – and there was no requirement for WFCG to seek permission to install solar panels under the Managing Public Money rules.

The meeting APPROVED the proposal to move to a feasibility study for the solar voltaic power purchase agreement at BCA and agreed to RECOMMEND it to the Board (8 October 2025).

ACTION: Investigate insurances against roof damage and fire hazard.

SLT

8.

Risk Register

The CEO/ Group Principal (GM) presented the updated Risk Register for 2025-26 which continued to be reviewed and updated by the Senior Leadership Team. The meeting discussed the highest scoring risks and the updated narrative explaining current risk scores, mitigation and assurance levels.

- **Risk 1 Failure to meet budget forecast (risk score reduced to 12 'amber')**: Acute risk linked to financial health; the upwards pressure on pay was still a very real concern. GM reminded the meeting that lagged funding, increased funding rates, additional adult and apprenticeship income and tight control of costs would return the College to a positive EBITDA and financial health in 2024/25 and 2025/26. The pay costs as a percentage of income were still above the 68% target at 70% for FY25 but had shown improvement since the prior year. The possibility of sensitivity in relation to industrial relations and pay disputes was noted. The meeting discussed the proposal from the CEO to reduce this risk score from 16 to 12 and agreed that although the EBITDA and cash recovery had been better than forecast, cashflow would still be tight at pinch points during the year.

Group Management Accountant (WS) highlighted the progress made with the end of year financial outturn at July 2025. For the first time in several years there was a positive position of £68,000 on the Income and Expenditure statement. WS informed the meeting that the draft year-end accounts had been completed and sent to the external auditors earlier in the week. The cash position at the year-end was £6.8m (58 cash days) but this included £2.8m grant income yet to be spent and £0.5m in loans. The actual college cash – stripping out capital grants - was £3.5m with circa 35 cash days at year-end. The meeting noted that this substantial improvement on the prior year outcome had been driven by growth, increased income and tight control of costs including payroll. Non-pay costs had also been well controlled with exams, admissions and professional fees below the forecast level even though student numbers were higher than forecast. Group Finance Director (LG) confirmed

that the July 2025 management accounts reflected what was in the CFFR submission at the end of July; the CFFR had 11 months of actuals plus one month of estimates. The meeting noted that the CFFR was showing capital grants as restricted cash so that external stakeholders – including the DfE – could see the true cash days. LG confirmed that the cash position had been held over the summer and she was expecting to receive the £606,000 grant to cover the increased employer's NI contributions for the tax year April 2025 to March 2026. This would support the cash position while the college was waiting for the term 1 high needs income payable by Local Authorities. LG informed the meeting that the new FE Commissioner benchmark of 40 days cash would not be achieved until January or February 2026 but the College was demonstrating improvement and being very transparent with colleagues at DfE. The Committee Chair (SF) sought confirmation on what the college would do if cash dropped and payroll was not affordable one month now that overdrafts were not permissible for colleges. LG confirmed that the finance team were using a deposit account with circa £5m locked away to provide a contingency. WS confirmed that the college had now received the pension revaluation report which also looked positive.

GM outlined the ongoing pressure on pay and the recent demands from the University and College Union (UCU) in relation to pay (as highlighted in Any Other Business). The meeting discussed the formal notice of a trade dispute at this point in the meeting. The Group Director of People (SB) informed the meeting that the College had received a formal declaration of a trade dispute dated 19 September 2025. This outlined UCU's pay claim 2025/26 which had been submitted to the Association of Colleges. They were looking for:

- A 10% or £3,000 increase in pay (whichever greater).
- Meaningful action on workload: class sizes and teaching hours
- Fully funded national bargaining across the FE sector.

This letter had been issued to 77 colleges who had until the 3 October to respond or they would be deemed to be in dispute. GM confirmed that as WFCG could not agree to this offer they would not respond to UCU (this action had been agreed at the recent SLT meeting) so would be in formal dispute and may get some industrial action.

The meeting discussed anecdotal feedback from a member NASUWT who were positioning their communications to their local members in a more balanced and measured way. They had outlined the pay progression (circa 3.4%) given to 606 staff, and the pay rise of 1.7% plus the on-off payment of £250 to lower paid staff. However, even this union would probably support any call for a national FE campaign. GM confirmed that the email outlining this pay award to all staff at WFCG had been relatively well received. Current thinking was that if the college received any in-year growth funding a non-consolidated bonus for all staff would be considered. SB suggested that the claims around workload and efficiencies would be discussed with the Mirror Board/ Employee Representative Board (ERB) in October. The Committee Chair (SF) asked that management acknowledge the UCU letter using the AoC template due to be published later that day.

ACTION: Review AoC template response to UCU and send a short acknowledgement reply letter to UCU from WFCG.

SB

Governors (SS) sought clarity on the likely impact of any strike action and mitigation that would be put in place. GM reminded the meeting that only circa 11% of teaching staff were union members and management believed that some would not strike because they did not want to disadvantage students or lose pay. GM confirmed that the college would need to know where people were situated across the college; management would submit a Freedom of Information request to the union for numbers and curriculum areas. GM assured the meeting that management believed that strike action could be covered with advance notice and using remote learning.

SF sought, and was given, confirmation that there would be seats for union representation on the proposed ERB. The meeting discussed the number of unions across WFCG and agreed that it would suggest two seats on the ERB for union representatives. SB confirmed that the current membership of the Mirror Board – which would form the skeleton membership of the ERB – was a good reflection of academic versus support staff. However, to develop the Mirror Board into an ERB would require more members with a broader reflection of WFCG. SF suggested that it would be better to let members self-select and the membership of the ERB to organically grow; selected seats should be kept as low as possible. It was also suggested that if governors or SLT wanted to attend ERB meetings they should be defined as observers not members; ERB members would need the option of

asking observers to leave a meeting. It was also suggested that the Group Director of People should consider the role of a facilitator and secretariat when drafting the terms of Reference for the ERB.

After considering all of the above the meeting discussed the proposed reduction in the risk score from 16 (4 x 4) to a score of 12 (4 impact but reduced to 3 likelihood). GM suggested that the alternative would be to keep the score at 16 until additional cash was confirmed by DfE later in the year. GM reminded the meeting that she was not proposing to move the risk down the risk register even if the score was reduced to 12; there was a need to maintain a close focus on this key finance risk. LG also reminded the meeting that the college had passed its covenant test for the first time in recent years and would do so in future forecast years. The net cashflow from operating activity had effected a big change. Governors confirmed that they approved a reduction in the score to reflect a reduced likelihood and asked management to review whether it should be as low as 12. The governors commended LG and WS and the rest of the management team on delivering the budget as forecast and achieving a positive cashflow. SS highlighted the work to bring exam costs in on budget even though there had been growth in student numbers; the meeting asked KG to pass on the committee's thanks to the exams team.

The meeting APPROVED the reduction of this risk score from 16 but asked management to think about whether it should be as low as 12.

GM/ LG

ACTION: Further consider scale of reduction for risk score for Risk 1.

- Risk 2 IT Failure with loss of data for staff or students (risk score remains at 16 'amber'): Governors were reminded that capital had been ringfenced during 2024/25 for essential IT improvements. The systems upgrades (in IT, HR and Finance) to increase efficiency and resilience had been discussed at recent committee meetings and were now being actioned as a priority. GM assured the meeting that good progress was being made on system upgrades and the recent audit of cyber security (as discussed earlier in the meeting had provided a substantial assurance opinion. The meeting agreed the importance of this risk in the current environment of high fraud risks. GM informed the meeting that the Group Director of IT would be attending the Board meeting on 8 October to give governors an update and provide assurance. The Group Director of Governance (TR) informed the meeting that two recent internal audit reviews of Cyber Security and Business Continuity had been discussed at Audit Committee on 24 September and had provide strong assurance for Audit Committee members. A number of good practice points had been recognised by the internal audit team.

ACTION: Circulate the two Internal audit reports – Cyber security and Business Continuity to Resources Committee members.

TR

- Risk 3 Uncertainty and risks associated with emerging national curriculum reforms (risk score remains at 9 'green'): This key 'acute' risk was being well managed and senior staff continued to be engaged in advisory groups linked to reform. The T level roll out across WFCG was now confirmed and costed with a clear curriculum plan in place. The meeting was reminded that a revised WFCG Curriculum & Skills Strategy had been approved by the Board in March 2025.
- Risk 4 Loss of vehicular access to Slough & Langley (S&L) campus (NEW risk with a risk score at 12 'amber'): The meeting noted this risk which had just emerged but which related to legacy land sales at S&L college. GM reminded the meeting that this matter had been uncovered during the due diligence process at merger. In March 2020, the College sold part of its Langley site (car park and sports pitches) to Slough Borough Council (SBC), advised by solicitors Stephenson Harwood (SH). SH failed to secure permanent easements (legal rights of access) for the College; access was only covered by a lease and contractual rights. This omission could expose the College to serious long-term risks if SBC sold the land or if access arrangements were disrupted. GM reminded the meeting that the college had recently renewed the lease for the MUGA and carpark for six years with one academic years notice. SBC were aware of the potential access issue which would come to a head when any sale was agreed. The meeting noted that a two-way access scheme had planning permission and could reduce reliance on SBC land but works could not be completed until summer 2026. GM outlined the recommendation in the detailed briefing paper (agenda item 11.1) to continue to hold Stevenson Harwood liable for any future costs; the college would need

to issue a renewed standstill agreement at a cost of circa £5,000; Field Seymour Parkes (FSP) would undertake this work. The Chair (SF) anecdotally remembered this matter being discussed at the point of sale by the WFCG Board and was disappointed to discover that it had not been adequately dealt with at the time. This was confirmed as a legal over-sight not a governance failure. The meeting agreed that WFCG needed to keep all options open and would recommend this course of action to the Board. The longer term strategic options were also noted. The meeting was assured that there was a clear action plan in place to mitigate this risk.

The meeting AGREED that FSP should be instructed to secure a renewed standstill agreement with Stevenson Harwood to stop the limitation period expiring.

ACTION: Recommend above to the Board for approval (8 October 2025).

GM/ TR

- Risk 5 Uncertainty and risks associated with the devolution of the Adult Skills Fund (ASF) and future funding arrangements (NEW risk with a risk score of 12 'amber'): The meeting was reminded that a growth in the ASF allocation of 10% had been confirmed for 2025-26.
- Risk 6 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. This had been discussed in detail during the Governors' update safeguarding training at the Strategy Day on 13 June 2025.
- Risk 7 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 8 'green'): The CEO confirmed that this continued to be a focus for management to ensure consistency across the four campuses. The CEO reminded the meeting that a more detailed Curriculum Risk Register was a standing report to the Quality & Curriculum Committee.

The meeting NOTED and APPROVED the updated WFCG Risk Register.

All Members were AGREED.

ITEMS FOR INFORMATION

Human Resources (HR) Report

9. The Group Director People (SB) presented a report which provided information for Governors on the group's key HR data for the academic year 2024-25. 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 key aspects of the report were noted as follows:

- **Recruitment and Retention:** There had been an increase in vacancies, especially in support and academic roles, with a 32% unfilled vacancy rate. A significant number of these vacancies were for Learning Support Assistants. Retention remained a concern as 28% of new hires left WFCG within their first year; this was noted as improvement on prior years. SB confirmed that recruitment had increased by 15% on the prior year but there were more unfilled vacancies with 83 unfilled versus 36 in the prior year. The meeting noted that there was now a new senior member of the HR Team (JB) who was job sharing with SB; JB was undertaking a project on recruitment so there was hope that improvement would be seen.
- **Staff Turnover:** Overall staff turnover decreased to 17.1%, with variations across campuses.
- **Sickness Absence:** The report showed an increase in average sickness days per employee to 4.16 days, which was lower than the national average for teachers. However, the working days lost increased, highlighting the need for ongoing monitoring.
- **Workforce Diversity:** The Group's workforce showed underrepresentation among Black employees compared to national demographics, prompting targeted recruitment efforts. The gender distribution remains predominantly female (71.8%), and there was a notable gap in disability representation compared to the UK working population.

- **Interventions:** SB assured the meeting that strategic steps were underway to enhance recruitment processes, improve retention through a revised induction process, and bolster diversity and inclusion measures. Recruitment projects aimed to fill persistent vacancies in areas like engineering and STEM with value-aligned candidates. Continuous efforts in enhancing employer branding and improving workplace accessibility were recommended to address current challenges.

Governors asked whether the unfilled vacancies were focussed in any specific curriculum areas and SB confirmed that many of the hard to fill vacancies were in construction and engineering. The committee chair sought confirmation that WFCG salaries were competitive. SB confirmed that the HR Team had undertaken thorough salary benchmarking with other local colleges and WFCG starting salaries were the second highest in the area (only The Henley College was marginally higher circa £144 pa). SB suggested that there was a need to market the other benefits on offer at WFCG including the very generous holiday entitlement. This was noted as 65 days for teachers compared with 35 – 43 at other colleges). This would be one change brought in via the new recruitment project.

ACTION: SS suggested that HR should consider the delivery of teacher training to recruit industry specialists for shortage areas.

SB

The meeting thanked SB for the report and noted the provisional flag on some of the data. It was agreed that it was a useful tool to guide strategic decisions in addressing HR-related challenges within the Group.

The Human Resources update report was NOTED

- Revised SLT structure

The meeting NOTED the update paper on the work to recruit to the new management structure (not senior postholder roles) for January 2026. The meeting was reminded that the WFCG Board had approved a restructure of the Senior Leadership Team in February 2025, following the resignations of the Principal Sixth Form and the Principal Further Education (FE). The restructure was designed to strengthen collaboration, improve efficiency, and centralise group functions following the 2022 merger. The meeting noted the appointments made to date including two internal appointments to the Vice Principal roles Student Services and Commercial, Adults & Apprenticeships (from 1 January 2026) and another internal appointment to Sixth Form Principal (from 1 September 2025). SB highlighted the revised senior structure that had now been adopted following an unsuccessful recruitment of the two FE principal roles. There would now be one FE Principal post (reduced from two) and seven Director of Learning/Assistant Principal posts (increased from five). The restructure was expected to deliver approximately £203k in annual savings. It was noted that two Assistant Principals (FE) had left – taking voluntary redundancy - as part of the consultation process. Governors were also reminded that Karen Griffiths would be Acting Deputy Group Principal effective 1 September 2025).

SB informed the meeting that the next steps would be as follows:

- Recruit to the vacant FE Principal and Director of Learning posts. The advert for the Principal role would close on Monday 29 September with interviews on 15 October.
- Strengthen leadership capacity in specialist curriculum areas.
- Ensure smooth transition to the revised structure, effective January 2026.

The meeting was assured that the restructure has secured key internal appointments, provided stability in leadership, and achieved significant financial efficiencies, while leaving targeted recruitment to address specialist and senior vacancies as the next priority.

ACTION: Take update paper to Board on 8 October for information

TR/ GM

[Jo Croft left the meeting.]

10.

Draft Year-end 2024/25 Management Accounts, July 2025

The Group Finance Director (LG) presented the management accounts for July 2025 which had previously been circulated to all governors by email. LG reminded the meeting that the

July 2025 figures were provisional as there would be further adjustments for the preparation of the annual statutory accounts but 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 £52.539m (prior year £45.383m) which was £2.654m ahead of the submitted CFFR position (£49.885m).
- **Payroll:** Payroll costs had exceeded the CFFR position by £1.192m partly due to the increased rate of employers NI rates.
- **Non-pay costs** were £12.328m which was £300k adverse against the CFFR due to classification of Turing Funds and increased exam costs. Governors were assured that non pay costs had been tightly controlled and exam costs had not risen as much as expected to reflect the level of student growth.
- **Year-end EBITDA:** The resulting FY25 position was a positive EBITDA of £3.126m and an operating surplus of £0.068m. This was a favourable EBITDA variance of £1.361m against the CFFR submitted in July 2024 and £280k ahead of the FY25forecast. As a result the financial health grade was calculated as 'good' with a score of 220 points. Governors commended considerable improvement on the prior year negative EBITDA of £2.125m.
- **Cash balance:** The cash balance on 31 July 2025 was £6.816m (prior year figure at July 2024 was £4.327m) as discussed earlier in the meeting (Agenda item 8).

The meeting took the detailed Management Accounts as read; the year-end update earlier in the meeting had discussed much of the detail. The Committee Chair (SF) thanked LG for her transparency and for the clear accounts and narrative. 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 2025-26 with another strong enrolment providing additional growth but asserted the need for ongoing tight monitoring.

The Management Accounts for July 2025 were NOTED and RECEIVED.

11.

Estates Update

- **Slough & Langley College access issues**

This matter had been discussed earlier in the meeting (under agenda item 8 Risk Register).

- **Honey Lane land sale to Elivia Homes**

The meeting noted a paper which provided an update on the sale of land at Honey Lane (BCA) to Elivia Homes. Senior Management (including the CEO and Group Director of Governance) had met with Elivia Homes and property agents Bidwells on 17 September. While significant progress has been made in resolving planning matters, one key condition remained outstanding relating to the surface water drainage solution. Governors noted that a pre-application submission was being made by Elivia to the Royal Borough of Windsor and Maidenhead (RBWM) to confirm requirements. The CEO highlighted that due to the monitoring timetable for drainage, completion of the sale was now expected closer to the contractual long-stop date of 17 April 2026. GM also asked the meeting to note that under the terms of the sale agreement, if by the End Date (long stop date) drainage conditions remain outstanding or subject to challenge, Elivia may extend the End Date by up to 40 working days. So there was a risk of completion slipping beyond the long-stop date although Elivia had not suggested this would happen. The meeting noted the next steps and revised timeline agreed with Elivia Homes moving forward:

- Elivia Homes to submit pre-application for drainage pond and tanks by end September 2025.
- Elivia Homes to provide revised timeline to WFCG management through to April 2026.
- Kevin Scott to continue managing pre-application and liaising with RBWM planners.

The committee chair asked management to ask property agents Bidwells to look into the current financial position of Elivia Homes and their holding company.

The update was NOTED

ACTION: Instruct WFCG's property agents Bidwells to look into the current financial position of Elivia Homes and their holding company.

- **GB Energy Community Fund grant: 'Big Solar'**

The meeting noted a letter which confirmed that the Director of Estates at BCA had successfully bid for funding under the Great British Energy Community Fund. The project for which funding was BCA Big Solar and the level of funding approved was £54,635. A feasibility study would be undertaken to look at moving forward with the installation of a solar array at BCA. This was noted as separate project to the solar panels on rooftops at BCA discussed earlier in the meeting.

The update was NOTED

12.

Enrolment Update

The CEO/ Group Principal presented the current enrolment report for 2025/26 across the group and highlighted the compound growth since merger.

- **14-19 students**

The meeting noted the current enrolment against the DfE 16-19 allocation by college. At the time of reporting, 16-19 learner headcount across the College Group was 5,119 which was 332 ahead of the prior year enrolment (4,787). Against current retention rates management estimated that this would equate to between £1.4m and £1.6m of lagged funding to be received in 2026/27. 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.

GM highlighted the very pleasing figures at Slough & Langley College which had exceeded the prior year figure of 1,373 by 11% (148 learners). BCA had also recruited well with 1,729 16-18 learners enrolled against the prior year of 1,652 (+ 5%). Windsor had exceeded target by 1% (6 learners) with an intake of 652. Strode's recruitment had increased by 9% (11 learners) on the prior year and was now at 1,217. GM reminded the meeting of the curriculum review undertaken at Strode's which had added level 2 courses and some vocational provision to sit alongside the traditional A levels. Circa 20% of students at Strode's now on vocational courses alongside A Levels.

Governors commended the very strong enrolment across the whole college group which showed compound growth on the prior year's enrolment. GM confirmed that the college would be submitting a request for in-year growth funding 2025-26 if it became a possibility; however, availability of growth funding would not be known until later in the academic year. The CEO highlighted 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 total figure enrolled for 2025-26 (before withdrawals was now at 5,119. The meeting commended the 996 additional students across the group since merger and the associated funding which had enabled the group to improve financial performance.

- **Adults and apprentices**

GM confirmed that this data had been available earlier in the academic year than in previous years.

Apprenticeships: Learner numbers were circa 180 higher than the prior year. However, in order to match 2024/25 funding, an additional £600k would need to be generated from apprentice starts. The pipeline was strong and indicated circa 270 apprentices that were due to start; this would be sufficient to hit the £600k target. GM informed the meeting that a full projection would be presented to the Resources Committee and the Board later in autumn.

Adult Skills Fund (ASF): Year-on-year performance was ahead. GM reminded the meeting of the 10% cap on adult growth. The current R02 2025/26 was at £3,586k with the same figure last year being £3,273k (an increase of £313k year-on-year). In order to match the full-year 2024/25 performance, a further £430k of enrolments would be required; projections were being developed with curriculum leads. At this stage there was no budget to run a January 2026 enrolment so there were waiting lists; this was noted as common across the sector. GM confirmed that there would be no over delivery due to the financial constraints.

Greater London Authority (GLA) Funding: The current funding (R02 2025/26) was at

MINUTE
No

ACTION

£321k compared to £391k at the same point in 2024/25 (a decrease of £70k). However, 16–18 recruitment was strong, placing the Group above the growth claim baseline. The key area of concern was construction enrolments which were currently falling short (a drop of circa £36k on prior year). The meeting noted that an additional £260k of enrolments would be needed to match last year's performance. GM assured the meeting that a full projection across all funding streams would be developed over the coming weeks to ensure delivery against budgeted targets.

Governors commended the very strong enrolment and consolidated growth achieved in the face of flat demographics; it would further strengthen the college's financial future.

The enrolment update was NOTED

13. **Dates and Times of Future Meetings**

The dates and times for the Resources Committee meetings in 2025/26 were noted as:

- Tuesday 2 November 2025, 8.30am
- Thursday 10 March 2026, 8.30am
- Thursday 25 June 2026, 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 2025/26.

14. **Any Urgent Business**

- **Notice of a Trade Dispute**

This matter had been discussed earlier in the meeting (agenda item 8 Risk Register).

- **Membership of Resources Committee**

The Chair highlighted the need to boost membership of the Resources Committee as it was regularly only two or three external governors plus the CEO attending. TR confirmed that this had been flagged in recent discussions with the Chair of the Corporation and the college was now in discussion with external agents Peridot Partners to look into them running a governor recruitment, focussing on securing additional financially qualified and experienced governors.

NOTED

ACTION: Recruit additionally financially qualified and experienced governors to further support Resources Committee membership.

TR

There were no other urgent items of business raised.

The meeting closed at 10.05 am.

Chair.....

Date.....

There was no Part II meeting