

**Minutes of the Corporation Board meeting held on  
20<sup>th</sup> March 2024, at  
Bedford College, Tower Block room 506  
16:00**

**Present:**

Catherine Barr	Noor Nazir
Dennis Buckley	Raj Randhawa
John Butcher	Allan Schofield (Chair)
Richard Dimpleby	Sheila Selwood
Luke Ferebee	Alasdair Simmons (Vice Chair)
Joseph Gallacher	Luisa Vecchio
Yiannis Kouris (CEO)	Cliff Wragg
Faheem Mir (part)	

**In attendance:** Sheraz Amin (Executive Director of Digital Transformation)  
Sarah Baxter (Executive Director of Marketing and Communications)  
Caroline Biddle (Executive Director of Human Resources)  
Karen Campbell (Principal (Bedford))  
Debbie Houghton (Executive Director of Apprenticeship)  
Patricia Jones (Deputy CEO Finance)  
Rob Lawson (External Board Reviewer) (online part)  
Sarah Mortimer (Principal (CBC))  
Rachel Nicol (Group Director of Governance)  
Natasha Stringer (Senior Governance Coordinator)  
Robin Webber-Jones (Principal (Northamptonshire))

**C/1/24 Apologies for Absence and Declarations**

Apologies

Apologies were received from Yasmin Jones and Tom Dove-Wallington

The CEO explained that he had invited all members of the Executive team and would do so routinely for future meetings to enhance collaboration between the Board and the Executive team. Em Lowe, Deputy CEO Education was unable to attend the meeting due to illness.

Declarations of Interest

There were no declarations of interest relevant to matters on the agenda.

**C/2/24 Matters Arising Not Covered Elsewhere on the Agenda**

There were no matters arising not covered elsewhere on the agenda.

**C/3/24 CEO's Report - Progress Against Strategic Aims, Dashboard**

The Chair of the Corporation introduced the agenda item and briefly highlighted the purpose of the paper, which was to reflect on the achievement of current performance targets against strategic objectives and strategic priorities.

The CEO then provided a summary of the paper, which included:

- An update on engagement opportunities attended by the CEO in the last two months, such as a visit to number 10 Downing Street with the Chartered Institution for Further Education
- An update on the changes at Bedford College Academies Trust (“BCAT”) with the Wixams schools transferring to the Knowledge Schools Trust and ongoing relationships.
- An update on the current position of Silverstone Academies Trust and the Silverstone UTC and the College’s position.
- An update on the new business planning process currently underway.
- Awards and nominations including a nomination for Apprenticeship Equality, Diversity and Inclusion Provider Recognition at the Annual Apprenticeship Conference Award 2024 and an award Education: STEM, and our computing student won the Student Superstar award
- Upcoming commission work with a team of external Ofsted experienced members that focus on training middle and senior managers in the current Inspection Framework
- Staff and student survey results
- Apprenticeship achievement rates are lower than expected at 54%, and the CEO has received a letter from DfE informing that TBCG had not met the threshold of indicators, which places TBCG in monitoring.
- Plans to build stronger alignment between the functions of Bedford College Services (BCS) and TBCG

### Questions and Discussions

3.1 The Board discussed the Silverstone UTC as part of the Silverstone Academies Trust (the legal entity under which the UTC sits). It was explained that the College is one of a number of members, that the Principal (Bedford) and one of the Vice Principals are directors of the legal entity, and that the Principal (Bedford) chairs their board.

Governors questioned the potential risks to the College of current and future arrangements, including performance related risks. The CEO outlined his preferred option and the Deputy CEO Finance gave more detail on that option, highlighting similarities to steps that BCG has taken in the past. The conflicts between being members of the Silverstone Academies Trust and a member of the leadership team were acknowledged. **Action: It was agreed that an options / business case paper will be brought back to the Board in due course (YK).**

3.2 Governors questioned why the rag rating in the dashboard for 19+ provision is green when numbers are 1000 less than in the previous year. The CEO confirmed that the target relates to the year-end position and gave assurance that the target will be met.

3.3 Governors questioned the move away from BCAT and next steps? It was explained that the College had not provided services for some time but remains a member of the company limited by guarantee. The previous CEO of Bedford College is also a member and a director, understood to be in a personal capacity. The CEO confirmed he had met with the CEO of BCAT who is now Director of Secondary Education at the Knowledge Schools Trust.

3.4 Governors questioned the implications of the letter received from DfE as appendix with the report, regarding monitoring of apprenticeship provision and plans for action. Assurance was given that an action plan is already in place and the current year target is 60%. The focus is on quality reviews, training and learner experience.

***Action: Apprenticeships current position to be articulated on the Risk Register Monitoring through Curriculum and Quality Committee to be reviewed***

3.5 Questions were raised about how Bedford College Services (BCS) was planned to align more closely with TBCG and what the expected outcome is. The CEO provided examples of plans to align purpose, ensuring that the priority is on supporting students and reinvesting any surplus back into the student experience. One initiative being explored is the provision of free breakfasts.

3.6 The CEO provided an update on a critical incident relating to electrics which had occurred at Central Bedfordshire College ("CBC"), causing the closure of the campus. A summary paper was tabled, setting out the nature of the fault, the College response, the current position on work done and timeline for resolution and anticipated costs. Assurance was provided by the Principal of CBC on the steps taken to preserve the student experience and avoid disruption to learning. Governor questions centred around the causes of the incident, the insurance position (it was confirmed that insurers had been notified), the liability position, and any potential reputational issues (assurance was provided that no liability has been identified and that there has been no negative feedback on social media).

The Chair of the Corporation recorded thanks from the Board to the Executive for the actions taken.

***Action: Business continuity planning to be reviewed and to incorporate any learning from the incident. (CEO/Audit Committee)***

The Board noted the report

#### C/4/2024 Update from Corporation Strategy Day

The CEO summarised the paper provided to give the Board a summary of the conclusions of the Corporation Strategy Day in February and an update of action subsequently taken. This included:

- The restatement of three proposed strategic themes:
  - Educational Leadership
  - Community Leadership and Reputation
  - Sustainability
- Proposed changes to the strategic priorities
- Other feedback from the Strategy Day

The CEO also tabled a draft infographic setting out a representation of the key elements of the Strategic plan 2022-2027.

In July the CEO will bring back updated Key Performance Indicators (“KPIs”) to form a balanced scorecard for monitoring.

#### Questions and Discussions

4.1 The Board confirmed their agreement to the three key themes presented and noted that the Board agenda had been structured around the themes.

4.2 The Chair asked the Principal of CBC for her views in whether to keep CBC integration in as a strategic objective. Assurance was given that CBC consider themselves fully integrated as part of the Group and aligned to the Group purpose and aims but with some work still on merging systems, e.g. for safeguarding and EDI. As a result, it was no longer necessary to identify CBC integration as a separate strategic objective.

**It was agreed to remove CBC integration as a strategic aim.**

4.3 The CEO observed that the Achievement of the quality of provision objective is central to achieving all others and therefore this should be prioritised. In discussion several governors concurred.

**The Corporation confirmed their agreement to the strategic objectives (subject to removal of the Integration of CBC) under the themes as presented.**

## EDUCATIONAL LEADERSHIP

C/5/24 Curriculum & Quality Rag Rated Report (05.03.24)

The Chair of the Curriculum and Quality Committee summarised the RAG-rated report from the meeting held on 5<sup>th</sup> March 2024, which included:

- Learner attendance and registers, drawing attention to the internal audit report received from the Audit Committee
- Update on Sixth Forms
- Update on Higher Education - Higher Skills
- Status on the Teaching Excellence Framework (“TEF”). It was explained that the submission did not come through the Committee or Board.
- Local Curriculum & Quality groups feedback/update – enrolment process had had negative feedback compared to previous years confirmed in the First Impressions survey
- Attendance and retention
- Challenges with recruitment and retention of staff.

5.1 The Chair reported that it had been the most difficult meeting of the Committee in his experience, with various aspects of underperformance reported from 2023 that had been the subject of considerable concern from Committee members. In particular the Committee had rated as 'red' items concerning the continued under-performance of the Bedford Sixth Form, and the submission of the TEF return to the Office for Students. The Chair provided an overview of papers received by the Committee on behalf of the Executive from The Principal for Northamptonshire, who has recently assumed oversight for both areas.

### Questions and Discussions

5.2 In answer to questions by Board members, it was noted that progress at the Bedford Sixth form had not been as expected for at least the past years and that action previously agreed by the Committee and the Board had not been fully implemented, including the 2023 action plan that had been received by the Committee.

5.3 It was now understood that the TEF submission to the OfS in 2023 did not fully comply with OfS requirements and lacked information in some areas. Moreover, it was reported that neither the Committee or the Board were made aware at the time of the accountability arrangements for the TEF submission, nor did they or any member of the current Executive have sight of it before submission. To compound the problem, a letter from OfS in 2023 to TBCG Accounting Officer providing a provisional judgement was not shared with governors, and the matter has only now been presented to them in 2024. The current CEO confirmed that the bronze TEF

judgement was not unexpected but agreed that the Board should have received better information

In discussion, the Chair of the Corporation observed (as he had also done at the Committee) that the TEF and Sixth Form failures and other issues of under-performance raised at the Committee taken together were serious senior management failures by the previous Executive. However, it was also his view that they demonstrated a failure of governance as well, with a need for much more robustness, transparency, and informed challenge by the Board, coupled with more explicit accountability arrangements. He noted that he was confident that substantial changes would be rapidly made by the new CEO and that he had every confidence in their ability to rebuild confidence with the Board. The Chair also confirmed he has written a four-page paper on the governance implications of these failures which will be circulated to governors and discussed by the Governance Committee at their June meeting and then by The Board. He noted that this paper would be considered alongside the forthcoming external Governance Effectiveness Review, and taken together will enable revised and more robust arrangements to be put in place.

#### C/6/24 Quality of Education and Student Support

The CEO summarised the Quality of Education report, which included the CEO's thoughts on the required actions. The Principal of Northamptonshire confirmed that deadlines will be integrated into work plans. The report acknowledged that the student voice process was disappointing, although it was noted that enrolment had had an impact on student satisfaction, the work to be done was acknowledged with priority given to ensuring students feel safe and benefit from highly effective teaching and learning.

#### Questions and Discussions

6.1 The Chair of Curriculum & Quality suggested English and maths should have more prominence in reports and in monitoring.

***Action: It was agreed to include English and maths on the risk register and should have enhanced monitoring (Curriculum & Quality Committee)***

6.2 There was a discussion around the lack of absence management regarding the 6th form. Feedback included that some sports students felt misled about the balance of practical and academic course content, which had impacted absence.

6.3 Governors questioned the recruitment of new management given the problems in the sector with recruitment and retention. Assurance was provided that an executive search agency is being used to support the process and that an appropriate remuneration package is being offered.

6.4 The level of information appropriate for governors was raised in a number of areas, and some agreed that they would not want to lose appendices. The example was given of governors not appreciating until the recent Strategy Day that the college served 3000 distance learning students. This had impacted the governor's confidence in the level of information they were given, and distance learners should be highlighted at the C & Q Committee in the future.

6.5 Timeliness of information was also raised as key papers on Quality of Education, Risk, and Finance had been submitted 48 hours before the meeting, for which the CEO apologised. It was, however, agreed that work needs to be done on reducing pack sizes but balancing succinct papers with key messages and appendices.

6.6 A governor questioned where quality of education is judged good where the evidence sits and how is this being judged. The CEO queried the amount of information required by the Board, and governors confirmed they did not need extensive detail but reiterated that assertions about performance need to be supported by evidence and agreed KPIs, therefore there needs to be some context and outline of key points of evidence

Feedback from the Executive and governors in the use of local groups in triangulating information was positive, providing another level of assurance and strength in governance oversight. Further clarification for governors on expected actions would be welcomed.

The Chair of the Corporation confirmed his confidence in the CEO and Executive to resolve issues raised in the paper and in the discussion. The Executive Director of Marketing, Communications & Student Recruitment also confirmed some assurance on positive feedback from surveys of part time, HE and apprenticeship provision as context. The CEO thanked the Board for feedback on the paper.

**Action: *The CEO will work on the development of papers for the next cycle.***

6.7 Governors raised the issues of pace of action and the need for delivery of improvements in a timely manner. The CEO confirmed that work is being done with middle managers to align everyone to a pact that secures improved outcomes.

***Action: The Chair raised the need for the Board to reflect on its own cycle of meetings and whether this was sufficient to match the pace of change.  
(CEO/Chair/Governance Committee)***

**The Board noted the report.**

C/7/24 Update on Curriculum Strategy, Accountability Statement & Duty to Review

The CEO gave a presentation showing the relationship between the accountability statement and curriculum strategy.

**Questions and Discussions**

7.1 Governors appreciated how the presentation demonstrated the complexity of the situation and raised a question as to whether the Executive will consider a community statement?

The CEO confirmed we could publish our intent for communities.

The Principal (Bedford), responsible for accountability and skills summarised progress in respect of the Annual Accountability Statement 2023-2024 update for the Board which included:

- Opening of Leighton Buzzard centre
- Digital skills
- 6 out of 15 actions remaining red despite progress made due to inconsistency across the Group, action incomplete or lack of data.

**Questions and Discussions**

7.2 Governors questioned the background to red rag rating around new provision. It was considered that targets around new provision were ambitious and that there had been issues with the lease at Corby. The Board had considered the investment appraisal and student number patterns as well as the local needs when discussing the plans for Corby. Assurance was given that a 3-year plan for growth is in place.

7.3 Governors asked where the progress report sits and it was confirmed that this is an internal document.

**The Board noted the report**



## C/8/24 Safeguarding and EDI Updates

The Principal (CBC) summarised the paper for the Board in the absence of the Deputy CEO Education, which provided an update on the Safeguarding referrals between the last board meeting and 15<sup>th</sup> February 2024.

- 1077 safeguarding referrals were made, relating to 708 unique students, compared to 780 referrals received for 2022-2023 for 518 unique students. Although 2022-2023 data does not include Central Bedfordshire College (CBC)
- Mental Health continues to be the highest reason for referrals
- 101 referrals have been formally referred to external agencies
- Wellingborough has had the highest number of referrals at 25%

The Safeguarding Link Governor provided verbal feedback on the most recent Group Safeguarding meeting, confirming the robustness of the information presented and the discussions at the meeting. She noted as a concern:

- 197 staff had not been logged as having read the document ‘Keeping Children Safe in Education’, which raised concern about staff compliance with college procedures

Inconsistencies across campuses were also highlighted, noting that there are different systems in operation at CBC.

### Questions and Discussions

8.1 It was asked whether the higher percentage of students with learning difficulties within referrals is being looked at and potential reasons?

It was confirmed that these learners are comfortable reporting and that a higher incidence of reporting is expected amongst this group. It was felt that overall context in terms of cohort numbers would be helpful, as would further assurance that the culture of safeguarding is strong.

8.2 The Principal Northamptonshire explained that Northamptonshire is the 4<sup>th</sup> worst authority nationally for getting looked after children into post 16 education but that they have now recruited a designated individual to work on this.

8.3 The CEO acknowledged that there is a lack of professional judgment provided in the paper to help governor understanding and provide the Board with the necessary assurances.

***Action: CEO to review future reports to ensure the paper identifies patterns, confirmed management opinion on patterns articulates the meaning, impact and planned actions.***

8.4 The Principal Northamptonshire summarised the EDI update report for the Board, which included:

- An increase in visibility across campuses for diversity awareness days

Questions and Discussions

8.5 Governors comment on the brief descriptive nature of the paper and the lack of information presented to them. A member of the Executive also requested more information around disciplinaries and protected characteristics.

**Action: CEO to reflect on requirements for future papers and appropriate information level**

**SUSTAINABILITY**

C/9/24 Resources Rag Rated Report (31.01.24)

The Chair of the Resources Committee summarised the rag rated report and explained context which included the current improvements in reporting and green rag rating on residual assurance

Questions and Discussions

None

C/10/24 Digital Flash Update

This agenda item was discussed after agenda item 4 on the Corporation Strategy Day.

The Chair of the Resources Committee introduced the item, which included an update on the meeting they attended with the Executive Director of Digital Transformation and CEO to discuss proposals in respect of the digital flight path, including infrastructure requirements and other developments. The Chair of Resources confirmed his view that the proposals are sensible and that the Board was being asked to approve the proposal outlined in principle subject to affordability. The Chair of the Corporation brought governors attention to the relevant paragraph in the College Information Report setting out potential funding available.

The Executive Director of Digital Transformation further described the urgency of some of the work and activity to date to ensure a better experience for students and staff.

### Questions and Discussions

10.1 Governors discussed the position in respect of cyber essentials accreditation, compliance and insurance requirements. They also sought to understand the scale and impact of the move to Windows 11, including the withdrawal of Windows support and the relationship with cyber essentials.

10.2 A governor expressed discomfort about not seeing sector comparators. **Action: Benchmarking and JISC information shared previously with governors and will be recirculated. (The Executive Director of Digital Transformation)**

The CEO questioned the level of information required for governors when the subject expert provides assurance that proposals are supported by robust evidence. Governors considered a top-level summary of benchmarking would be helpful.

10.3 Further questions on digital included: How will students and teachers benefit, and what will happen if we don't invest? The balance between essential infrastructure work to provide continuity of access and mitigate security risks for all users, and development work to support the student experience was outlined.

**Action: It was considered that a future paper setting out the impact of digital transformation on the learner experience and plans would be helpful. (The Executive Director of Digital Transformation)**

**The Corporation resolved that subject to affordability and modelling in the MTFS they supported the direction of travel set out in the paper.**

**The paper was noted**

#### C/11/24 Staff Survey Report

The Executive Director of HR presented the report on the survey undertaken in December. It was confirmed that the Executive team were expecting a dip in results compared to previous surveys but not to the extent noted. Further work is now being done to understand the issues. However, contributing factors were considered to be the timing of the survey in the context of leadership changes and the change made in the previous academic year to a 4-day teaching timetable. The Board was informed that a 5-day teaching timetable will be in place for 2024-2025.

The impact of the interpretation of questions, particularly around leadership and management is being reviewed for clarity.

### Questions/ Decisions

11.1 Assurance was sought and received that there is a clear plan to understand the background to the results. The timing of scrutiny in relation to the meeting cycle was raised as the results had not been ready for the Resources Committee in January. This will be considered.

11.2 Governors sought information on the rationale for the 4-day teaching timetable and why had this not been presented to the Curriculum & Quality Committee? The rationale was explained in terms of intent around improving the student experience by removing timetabling gaps and supporting teachers in lesson planning and marking. Further questions focused on what teachers do on a Friday, confirmed as development, marking, planning and meetings and what steps will now be taken on reverting to a 5-day teaching timetable to mitigate against loss of benefits? Executive confirmed that there is a disciplined approach to curriculum planning, clear timetabling rules and availability of information on room and staff utilisation. There are also clear expectations around requirements for staff to undertake professional development.

11.3 Governors sought assurance on plans to boost staff morale.

Detail of the underlying issues is being sought in the first instance to ensure staff are listened to and concerns are followed up. An external firm has been engaged to work on focus groups, follow up will be managed through a “you said we did” approach. A further survey will be carried out in June to allow time to reflect.

11.4 Governors asked about the Executive’s current perception given we are 3 months on from the survey. Some expressed surprise at the results and considered morale was good, communication was considered positive and a recent staff meeting had been positively received. The response rate is also being looked at to see where there may be engagement issues in particular areas or in different roles. Caution will be exercised in not making assumptions as to reasons. Anecdotal evidence from staff governors confirmed the view that staff want clear communication and opportunities to ask questions.

11.5 A further question was raised on any correlation with the economic situation and financial difficulties faced given pay in the FE sector. A correlation was noted with lower satisfaction amongst staff on lower pay scales.

6.3.6 Governors asked about response rates at the Bedford Sixth Form (“BSF”) referencing back to reports received in the Curriculum & Quality Committee. A low number of staff had completed surveys at BSF. Only 23% respondents had recommended TBCG as a place to work and this will be looked at in particular detail.

***Action: It was agreed that a broader paper will be presented to the Resources Committee and the Chair of Resources and the Executive Director of HR will have a meeting to scope out required content.***

## The report was noted

### C/12/24 College Information Report

The Deputy CEO Finance presented the report.

The Chair of the Corporation highlighted the movement in the forecast position and the link to the decisions around investment discussed in the Digital update.

12.1 It was noted that having agreed a deficit budget in July the Group will now review whether to continue to that budget and invest in quality and digital, to break even or to seek to generate a surplus.

## The College Information Report was noted

### C/13/24 Indicative Medium Term Financial Strategy (“MTFS”)

The Deputy CEO Finance briefly summarised the report which included:

- Development work on the MTFS is being carried out in parallel with business planning. Assurance was given that the approach of high-level assumptions from market information will be maintained but with additional intelligence from business planning meetings from areas to articulate how learner numbers are being driven.
- The current model is to build back to a £0.5m surplus but noted that this is up for discussion in the context of proposals for growth and investment in quality. The impact of lagged funding for in year growth was also noted to be a factor.

### Question/discussion

13.1 Governor questions included: When will the 3-year rolling position be presented? It was confirmed that it will be presented in the summer term before budget sign-off in July. This is to ensure that information on internal progression and growth is as clear as possible.

13.2 The board requested clarification on the business planning process, noting that it is bottom-up, while the proposal for the Medium Term Financial Strategy (MTFS) is top-down. Both approaches have been confirmed to be necessary in order to secure the financial position. It is essential to maintain both top-down and bottom-up processes to ensure financial robustness.

13.4 The Board enquired as to the approach to bridge any gaps between investment requested by areas in business planning and the top down modelling. Assurance was given that the Executive team will balance the position to ensure alignment.

13.5 Governors also asked if the student number plan is achievable. It was confirmed that through business planning, a realistic position will be reached in most areas. The current HE numbers were not considered achievable, but the Executive team is looking at plans for higher skills.

**The report was noted.**

#### C/14/24 Indicative Capital Programme 2024-2028

The Corporation received the draft programme but understood the level of work ongoing through business planning.

Planning permission for the Motor Vehicle Centre had been confirmed.

Governors congratulated the Finance team on the high number of successful funding bids.

**The update was noted**

### COMMUNITY LEADERSHIP & REPUTATION

#### C/15/24 Stakeholder Engagement Strategy

The Executive Director of Marketing, Communications & Student Recruitment briefly summarised the report explaining that the Strategy replaces the Community Engagement Strategy and focuses on external stakeholders, not on students and staff. How the Group meets community needs is covered in the Employer Engagement Strategy.

#### Questions and Discussion

Governors considered the Strategy presented to be robust and well written, providing significant assurance.

Questions focused on receiving further information and assurance on how well we meet skills needs and on how we make the work in communities outside this strategy clearly visible. The role of local curriculum & quality groups in supporting triangulation of information and articulation on intent and scope of what we do was discussed.

## **Actions**

***The Executive confirmed that they will work on developing the KPIs under the relevant strategic pillar using some of the measures previously approved for oversight of the Adult Education Budget (“AEB”) (SHB).***

***Work will be done to explore how oversight of this area can be picked up at different levels of the governance structure (RN)***

***The Groups accountability statement on meeting skills needs will articulate the position in relation to all stakeholders (KC)***

**The Board resolved to approve the Stakeholder Engagement Strategy**

## **ASSURANCE, GOVERNANCE, REGULATORY & COMPLIANCE**

**C/16/24    Audit Committee Rag Rated Report (04.03.24)**

The Chair of the Audit Committee summarised the rag rated report including:

- Confirmation that an internal audit report on attendance and registers had been passed to the Curriculum & Quality Committee.
- The need for a further discussion on how the Group defines inherent risks.

The Deputy CEO Finance updated the Board on the progress regarding the tender for internal auditors and confirmed she would welcome a further conversation with the Chair of the Audit Committee.

No questions were raised.

**The report was noted.**

**C/17/24    Risk & Opportunities**

The Deputy CEO Finance presented the report and confirmed that work is planned to revisit the approach to risk and presentation of the register.

### Questions and discussion

Governors discussed the approach to academic risk and how this might be refreshed to support development, particularly in the context of information provided at Curriculum & Quality Committee on TBSF and apprenticeships.

Further questions were raised on:

- Risks around workload and required pace of change, likely inspection

- Movement in risks, particularly where they have reduced and the reasons (risks around achievement and retention (11) where the position was noted to be similar to the national picture and student outcomes (13) The reduction was confirmed to be due to mitigation but timing issues in updating and reporting were also cited.
- The register not reflecting the increased risks around TBSF and apprenticeships.

**Actions: Register to be updated on risks on sixth forms, apprenticeships, and maths and English.**

**-Narrative to be reviewed to ensure it articulates why scoring has changed**

**The report was noted**

C/18/24 Update on Health and Safety

The Deputy CEO Finance referenced the report and confirmed she is now responsible for this area of operation

Governors sought assurances on the CBC position. The Deputy CEO Finance agreed to review and report at a future meeting.

**The report was noted.**

C/19/24 Governance update and resolutions required

The report was taken as read and the Group Director of Governance talked governors through the required resolutions.

**The Board resolved:**

- To endorse the appointment of Yiannis Kouris as a non-executive director of BCS Limited**
- To endorse Laura-Jane Rawlings as a governor of Bedford College subject to her confirming she has the time to meet the commitments**
- To formally note the resignations of Angelique Wright and Scarlett Ennis and thank them for their respective contributions to the Board**
- To formally note the resignation of Victoria Perry as a non-executive director of BCS Limited**
- To note the application of the seal as set out in the report**
- To note that there were no written resolutions passed since the previous meeting.**

**The report was noted**



C/20/24 Minutes of the Meetings held on 4 December 2023

The Board was content to approve the minutes of the meeting of 4 December 2023 subject to the Chair carrying out a final review prior to publication.

C/21/24 Any Other Business

There was no other business not covered elsewhere on the agenda.