

BOURNEMOUTH AND POOLE COLLEGE
BOARD OF THE CORPORATION

PART A - MINUTES OF THE BOARD MEETING HELD ON 26 JUNE 2025

Members:		
David Ford	Board Member and Chair of the Board	
Sue Wellman	Board Member and Vice Chair of the Board	
Caron Khan	Board Member	
Dan Tout	Board Member	Apologies
Ian Jones	Board Member	
John Dale	Board Member	
Saba Rubaei	Board Member	Via Teams
Mike Kennedy	Board Member	
Sharon Jones	Board Member	Via Teams
Rachel Trickey	Board Member	
Professor Elizabeth Mytton	Board Member	
Dr Neelam Parmar	Board Member	Via Teams
Kim Welsh	Board Member	Apologies
Philip Sayles	Board Member and College Principal & CEO	
Fran Bove	Staff Board Member	
Denzil Sheppard	Staff Board Member	
Tara Faloon	Student Board Member (FE)	
Alistair Blackmore Wells	Student Board Member (FE)	Apologies
In Attendance:		
Sarah Hutchings	Chief Operating Officer	
Ali Leaverland	Vice Principal Curriculum	
Debbie Smith	Chief People Officer	
Antony Carr	Executive Director of HE & Skills	
Marianne Barnard	Director of Governance	
Observing:		
James Hills	Director of Learning, Engineering, Professional and Public Industries	

PART A		
BOARD MEETING		
058-2425	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies were received from Board Members: Dan Tout, Kim Welsh and Alistair Blackmore-Wells.</p> <p>James Hills, Director of Learning for Engineering, Professional and Public Industries - was welcomed to the meeting as an observer.</p> <p>It was noted that Board Members: Dr Neelam Parmar, Saba Rubaei and</p>	

	<p>Sharon Jones, would all be joining via Teams.</p> <p>RESOLVED: The apologies for absence were received.</p>	
059-2425	<p>DECLARATIONS OF INTEREST</p> <p>RESOLVED: There were no declarations of interest noted.</p>	
060-2425	<p>WESTON COLLEGE – FEC INTERVENTION REPORT</p> <p>The Director of Governance presented the report and it was confirmed that the recommendations made in the Weston College FEC Intervention Report had been cross-checked against the College's own governance arrangements. Details of the processes in place at BPC had been recorded and reviewed by the Search and Governance Committee and it was confirmed that robust practices were operating effectively.</p> <p>The Chair provided additional context, noting that the recent National Chairs' Network event had included discussion of the issues. The Chair highlighted that Weston College had maintained an Ofsted Outstanding judgement for many years, which had contributed to the fact it was not reviewed by Ofsted for a period of time. The Chair emphasised that if, within any college, a Principal or the Executive were to act improperly, the Board would often be the only body able to provide effective oversight.</p> <p>It was further observed that although some had suggested the situation at Weston College was an isolated case, with approximately 160 colleges in the sector, similar issues could potentially arise elsewhere.</p> <p>The Chair concluded by stressing that Boards must not be led solely by the Executive, but must continue to ask questions and provide appropriate challenge to ensure proper governance and accountability.</p> <p>RESOLVED: The Board received and noted the Weston College, FEC Intervention report.</p>	
061-2425	<p>PRINCIPAL'S REPORT</p> <p>The Principal presented key updates to the Board, covering recent developments since the report had been written and highlighting matters not likely to be addressed in other agenda item discussions:</p> <ul style="list-style-type: none"> On 24 June 2025, the official opening of the Health and Care Academy had taken place, attended by approximately 80 external stakeholders. The event had featured a keynote address by an inspiring speaker, Adam Lewis, a quadruple amputee. Students had also brilliantly demonstrated their learning, confidence and communication skills to guests in the Simulated Hospital Ward. The Principal reported that the opening of the Advanced Engineering Centre had been held a month earlier, and that the opening of the Green Energy Centre was scheduled for 12 September 2025. Information was provided on activities that had occurred in the final weeks of the summer term, including numerous student award events, Cre8fest and various student enrichment activities. It was noted that at a recent Senior Leadership Team strategy event, the team had considered external themes likely to impact the 	

	<p>College. These included global instability, rising defence spending, the implications of artificial intelligence, tensions within government, along with negative social and technological influences that could affect students.</p> <ul style="list-style-type: none"> • In response to a question from the Board regarding application levels for 16–18-year-olds, the Principal confirmed that application numbers were strong. However, there remained a group of approximately 100 current students that needing following up in terms of progression to their next course in college. <p>RESOLVED: The Board received and noted the report from the Principal.</p>	
Saba Rubaei and Sharon Jones joined the meeting at 16.30.		
062-2425	<p>AUDIT & RISK COMMITTEE – REPORT TO THE BOARD</p> <p>i) Report from the Audit & Risk Committee – Ian Jones/Sarah Hutchings</p> <p>The Vice Chair of the Committee, Ian Jones, provided a summary of the meeting that had been held on 10 June 2025:</p> <ul style="list-style-type: none"> • The external auditors had presented the audit plan for the year-end process. • The internal auditors presented the first three internal audits that had been completed: Bursary & Learner Support, Payroll, Expenses & Benefits and Risk Management. • The Committee reviewed the internal audits action tracking. • The Critical Incident Management Plan had been reviewed and discussion had focused on ensuring the safety of students and staff on and around the college campuses. • The Chief Operating Officer confirmed that a timeline for the external audit tender was being developed and that the Chair of the Committee, would be involved in this process. <p>The Committee had noted that cyber security and the safety of students remained areas requiring sustained attention. Work was ongoing on business continuity planning, including conducting a practice exercise with staff. A Board Member had emphasised that while it could feel uncomfortable to apply pressure in practice scenarios, his experience demonstrated this was necessary in order to thoroughly test procedures.</p> <p>The Committee noted that the Cyber Governance Code was being adopted as part of the ongoing work in this area.</p> <p>ii) Part A Minutes of the Audit & Risk Committee meeting held on 10 June 2025</p> <p>Part A minutes from the Audit & Risk Committee meeting held on 10 June 2025 were received and noted by the Board.</p> <p>iii) Risk Register</p> <p>The Chief Operating Officer presented the updated Risk Register:</p> <p>It was noted that following recommendations from the recent internal audit of Risk Management, a number of changes had been made to the register.</p>	

	<p>Work had been undertaken to define the College's risk appetite. The Board had previously indicated that it did not wish to see any red-rated risks. However, it was noted that in some areas, such as where there were external environmental factors around the campuses, there were limits to the extent of control the College could have. Members considered whether it would be appropriate to distinguish between different types of risks, accepting that some may remain red due to their nature, while others should continue to be actively mitigated.</p> <p>RESOLVED: The Board received and noted the Audit & Risk Committee Report and the College Risk Register.</p>	
063-2425	<p>FINANCE & RESOURCES COMMITTEE – REPORT TO THE BOARD</p> <p>i) A report from the Finance & Resources Committee – Mike Kennedy/Sarah Hutchings</p> <p>The Chair of the Finance & Resources Committee provided a summary from the meetings held on 29 April 2025 and 3 June 2025:</p> <ul style="list-style-type: none"> • At the April meeting, the Committee had reviewed a draft version of the budget. At the June meeting, a more detailed version of the budget had been considered following several late updates from DfE on funding. • The Committee had examined the management accounts. • The Student Union budget had been reviewed. It was noted that the Student Union's finances had now been brought back into the wider College budget. • The Committee had received an update regarding legal advice in relation to the Poole roof project. • An update had been provided on the College Fees Policy 2025/26. <p>It was reported that the Further Education Commissioner's (FEC) recommended financial scoring and benchmarking had changed, with the benchmark for cash days increasing to 40 days. The College was currently maintaining 35–40 cash days. It was discussed that colleges do not have to meet these benchmarks and FEC acknowledge colleges can be financially successful, indeed get an outstanding rating for finances, without doing so.</p> <p>Board Members commented that the Committee routinely questioned how financial positions had arisen. It was noted that while the Executive team presented detailed figures and analyses, the Committee's role was to consider the assumptions and identify any issues requiring further exploration.</p> <p>ii) Minutes of the Finance & Resources Committee meeting held on 29 April 2025 and 3 June 2025</p> <p>The minutes from the meetings held on 29 April 2025 and 3 June 2025, were received and noted by the Board.</p> <p>RESOLVED: The report from the Finance & Resources Committee was received and noted by the Board.</p>	

064-2425	<p>MANAGEMENT ACCOUNTS</p> <p>RESOLVED: The Board received and noted the April 2025 College Management Accounts.</p>	
065-2425	<p>COLLEGE BUDGET - 2025/26</p> <p>The Committee received the addendum paper included in the pack, which set out the budget position for 2025/26.</p> <p>It was reported that an additional £190 million of funding had just been announced nationally, resulting in approximately £700,000 more funding for the college than had been included in the budget presented to the F&RC.</p> <p>The original plan of a 1% honorarium and a 2% consolidated pay award for staff had been revised and a 3% consolidated pay award was now proposed.</p> <p>The concept of removing the least impactful 2% (cost) of activities across the college over the next three years was posited, with a focus on creating the opportunity to reinvest these resources in new activities that delivered the greatest positive impact.</p> <p>The Chair of the Board provided additional context on the funding landscape, explaining that although government funding had been more favourable for 16–19 provision, this had been to the detriment of adult funding. As a college with a large 16–18 cohort, this shift was beneficial but would create challenges in supporting adults across the area. The Director of HE & Skills outlined how adult education funding would be allocated. A strategy would be rolled out in September 2025, which would align adult funding with the industrial strategy to address identified skills needs and support delivery of government priorities.</p> <p>Board Members discussed the marketing for adult programmes. It was confirmed that promotion took place via the college website, prospectus and direct marketing to existing contacts. It was queried whether further marketing opportunities could be explored.</p> <p>The COO confirmed that the 2025/26 budget provided:</p> <ul style="list-style-type: none"> • A surplus • A contingency reserve • Sufficient funds for investment in priority areas • An expectation of savings from cutting the least impactful spend <p>The Board queried whether cash days forecasts had been prepared for the years ahead. The COO confirmed that these had not yet been finalised due to the late changes in allocations but would be for the financial return due at the end of July.</p> <p>The Board commended the Chief Operating Officer and her team for the work done in producing the budget, despite the late release of key funding information.</p> <p>The Finance and Resources Committee recommended the budget for approval by the Board. The Board supported this recommendation and the budget for 2025/26 and the high-level plan for 2026/27 were both approved.</p>	

	RESOLVED: The budget for 2025/26 and the high-level plan for 2026/27 were approved.	
066-2425	<p>FEE LIABILITY POLICY 2025/26</p> <p>The updated College Fee Liability Policy for 2025/26 was presented to the Board for approval. It was noted that only minor updates had been made to the policy.</p> <p>Board Members asked about the intended audience for the document? It was noted that the wording appeared very official and could feel intimidating to students. It was suggested that a more positive and accessible approach might be considered when communicating this information.</p> <p>Action: It was agreed that the Chief Operating Officer would review the wording of the policy.</p> <p>RESOLVED: The Board approved the Fee Liability Policy 2025/26, subject to the COO reviewing and refining the language where possible.</p>	COO
067-2425	<p>TRAINING/LEARNING WALKS/EVENTS</p> <p>The following training and events were noted by the Board:</p> <ul style="list-style-type: none"> • AoC Audit & Finance Committee Chairs' Network Meeting - 2 June 2025, attended by Board Member, Mike Kennedy • Bournemouth Campus – Site visit with Kier – 30 April 2025, attended by various Board Members and the Executive team <p>RESOLVED: The Board received the detail on training and events attended by Board Members.</p>	
068-2425	<p>CURRICULUM, QUALITY & STANDARDS COMMITTEE – REPORT TO THE BOARD</p> <p>i) A report from the Curriculum, Quality and Standards Committee – Sue Wellman/Ali Leaverland</p> <p>The Chair of the Curriculum, Quality & Standards Committee provided a summary from the meetings held on 6 May:</p> <ul style="list-style-type: none"> • The committee received a presentation on stakeholder engagement in the Science, Care, Health and Foundation Directorate, highlighting the strong NHS partnerships and the new T-Level qualification. • Performance data was reviewed, this showed a mixed picture with ongoing challenges in English and maths, further detail was provided in the Board paper. • It was confirmed that progress was being made in response to the Ofsted recommendation relating to work experience. • Quality monitoring indicated positive teaching outcomes and reduced levels of complaints. • Student engagement had increased, with enrichment activities and visits, all supporting personal growth. 	

	<p>ii) Minutes of the Curriculum, Quality & Standards Committee meeting held on 6 May 2025</p> <p>The minutes of the committee were received and noted.</p> <p>RESOLVED: The report and minutes from the Curriculum Committee were received and noted by the Board.</p>	
069-2425	<p>ENGLISH & MATHS REPORT</p> <p>The VP Curriculum provided a report on English and maths (E&m) provision, summarising areas of concern/underperformance, including commentary on in-year improvements and trends.</p> <p>The VP Curriculum confirmed English and maths was a constant focus for the college. The challenges for the college were set out, which included a significant increase in progression students and students with an EHCP.</p> <p>Key Actions taken during 2024/25 were summarised:</p> <p>Curriculum management had been restructured to create three new leadership and management roles:</p> <ul style="list-style-type: none"> • Director of Foundation Studies (including E&m) • Learning Manager English • Learning Manager Maths <p>It was noted that these posts would provide more capacity and focus. In addition, there was ongoing support from the Quality Team, changes to the timetable structure and continued work with other colleges, to look at good practice across the sector.</p> <p>It was noted that a focus for the new Director of Foundation Studies, would be visiting a number of colleges which had really strong English and maths provision. He would also be meeting with Century Tech in the coming weeks, to discuss the tailored online learning experiences they offered.</p> <p>Improvements planned for 2025/26 were summarised:</p> <ul style="list-style-type: none"> • A new strategy would be developed by the new Director of Foundation Studies along with the Vice Principal Curriculum. • Introduction of streaming, where possible, would be used to facilitate Functional Skills delivery at lower levels and additional challenge at the higher levels. • Smaller class sizes, where possible, for lower ability classes. • New timetabling model, with set English and maths sessions blocked and classes spread evenly across the week. • Consistency with teaching staff and a new cover member of staff. <p>Board Members noted the importance of student focus groups to gain insight into what was working best for them in terms of English and maths. This would continue to be pursued; however, the frustration was often that the students that the college would benefit from hearing from, were the ones that it would be difficult to encourage to attend.</p> <p>RESOLVED: The Board received the English and maths report.</p>	
Dr Neelam Parmar left the meeting		

	<p>ATTENDANCE AND RETENTION</p> <p>The VP Curriculum noted that there was no DfE national average for attendance. The College used the most recent data from the Association of Colleges' Attendance Survey, last carried out in March 2024. The following points were presented to and discussed by the Board:</p> <ul style="list-style-type: none"> • Nationally, overall college attendance levels had been stable over the last four years, at around 85%. • The overall Bournemouth and Poole College attendance levels were just above the AoC average at 85.6%, but remains slightly below the College's own 'Good' KPI. However, for the majority of the college's educational programmes for young people, attendance rates were below the national average. • English and maths attendance levels at BPC were below the AoC Average by 4% and were 'Requires Improvement' against the College's KPI. • Attendance rate for apprenticeships and higher education students at the college were outstanding. <p>Board Members discussed the activities undertaken to improve attendance, including increased communication with students and next of kin. A Board Member noted an example she was aware of where they used AI (IBM Watson Education) to monitor attendance and grades and support appropriate interventions.</p> <p>Retention information was shared with the Board as follows:</p> <ul style="list-style-type: none"> • Overall, the College retention for all types of provision was above the national average and also above the college's performance for 2023/24, with the exception of a slight drop for vocational only 16-18. • The majority of curriculum areas were above the national average but not reaching the college KPI. • Some key underperforming areas were noted. <p>RESOLVED: The Board received the attendance and retention report.</p>	
070-2425	<p>QUALITY IMPROVEMENT PLAN</p> <p>The VP Curriculum presented to the Board on the latest College Quality Improvement Plan (QIP).</p> <p>It was reported that the College was making good progress against the QIP, with most actions seeing good or reasonable progress. One particular area of note was that the college had significantly increased the number of students going out on work experience.</p> <p>A number of areas where there was ongoing focus were discussed by the Board:</p> <ul style="list-style-type: none"> • Ofsted Inspection Action: Not all students achieve GCSE maths, impacting their opportunity to progress on to Level 3 courses in all areas. It was noted that the Management Information Team had been working to improve reporting and tracking, which was supporting this area. • Ofsted Inspection Action: Use the review process more effectively to evidence communication with employers to better support 	

	<p>apprentices. It was noted that there had been significant improvement in this process.</p> <p>RESOLVED: The Board received and noted the Quality Improvement Plan.</p>	
071-2425	<p>STUDENT BOARD MEMBER REPORT</p> <p>The Board received a verbal report from the Student Board Member.</p> <p>It was reported that students on her course would have welcomed more opportunities to participate in trips, particularly to gain additional experience relevant to their course. She noted that she had visited a local university campus, which she had found valuable.</p> <p>Regarding work experience, she explained that students had completed Open Learn units online. Additionally, a paramedic had visited to deliver a talk, and an external company had provided a dissection demonstration.</p> <p>When asked to describe the College in three words, she said that it was:</p> <ul style="list-style-type: none"> i) Unexpected: as she had not originally planned to attend the college but that she had been loved it. ii) Supportive: highlighting that all her teachers had been helpful and encouraging. iii) Nice: commenting that she had really enjoyed her time at the College. <p>In response to a question about whether there was anything that she would change, as well as more trips, it was noted that while she had on the whole enjoyed the personal development tutorial sessions, she felt that during the second year, the focus had been almost exclusively on higher education and university pathways and it was suggested that it would have been beneficial to have more varied content.</p> <p>Board Member, Ian Jones, agreed to share contact details on BU colleagues who could offer talks/demonstrations related to paramedic careers. This information would be provided to the Director of Governance.</p> <p>The Student Board Member concluded by reflecting on her time on the College Board. She had really enjoyed the experience, had become more confident as a result and expressed her thanks to everyone for making her feel welcome. Board Members thanked Tara for the time and commitment she had given to the Student Board Member role during the 2024/25 academic year and wished her well in her future studies.</p> <p>RESOLVED: The Student Board Member Report was received and noted.</p>	Ian Jones
072-2425	<p>TRAINING/LEARNING WALKS/EVENTS</p> <p>The following were noted by the Board:</p> <ul style="list-style-type: none"> • AoC Curriculum & Quality Committee Chairs' Network Meeting, 23 June 2025 - It was noted that this event had been postponed. • Webinar: Who are the students of the future? Featuring Dr Paul Redmond, 21 May 2025, attended by the Director of Governance. <p>RESOLVED: The Board received the detail on training and events attended by Board Members.</p>	

073-2425	<p>MARKETS & DEVELOPMENT COMMITTEE – REPORT TO THE BOARD</p> <p>i) A report from the Markets & Development Committee – Caron Khan/Phil Sayles</p> <p>The Chair of the Committee reported that members had undertaken a tour of the new Green Skills Centre ahead of the meeting. It was noted that the official opening was scheduled to take place in September 2025.</p> <p>The Committee discussed approaches to engaging with trade professionals and promoting courses. It was agreed that if the College was to lead in the delivery of green skills, it was important to demonstrate authenticity and to embed this agenda throughout the organisation. For example, through installing an energy dashboard for public display and involving construction students in building a sustainable house for training purposes. It was noted that the Industrial Strategy Sector Plans could be a useful reference in this context.</p> <p>The Committee discussed digital developments. It was confirmed that the COO had assumed responsibility for leading this area and that discussions had taken place around the role of artificial intelligence in supporting staff and students. Board Members proposed that a digital audit be carried out. The COO agreed to share information about current plans in this area. It was further noted that funding for AI skills was expected to be made available through the National Security Strategy.</p> <p>The Committee also received an update on the Talbot Development Quarter. It was reported that the project was progressing but remained dependent on securing government funding.</p> <p>ii) Minutes of the Markets & Development Committee meeting held on 28 April 2025:</p> <p>The minutes of the Markets and Development Committee were received and noted.</p> <p>RESOLVED: The Board received the report from the Markets and Development Committee.</p>	
074-2425	<p>ANNUAL ACCOUNTABILITY AGREEMENT</p> <p>The Executive Director of HE & Skills, presented the College’s Accountability Agreement, which was reviewed and approval by the Board.</p> <p>RESOLVED: The Board approved the College’s Accountability Agreement.</p>	
075-2425	<p>TRAINING/LEARNING WALKS/EVENTS</p> <p>The following were noted by the Board:</p> <ul style="list-style-type: none"> • Learning Walk - Green Energy Centre, 28 April 2025 (David Ford, John Dale, Caron Khan and Dr Neelam Parmar). • Advanced Engineering Centre Launch, 14 May 2025 (David Ford and Ian Jones). <p>RESOLVED: The Board received the detail on training and events attended by Board Members</p>	

076-2425	<p>HUMAN RESOURCES COMMITTEE – REPORT TO THE BOARD</p> <p>i) A report from the Human Resources Committee – Sue Wellman/Debbie Smith</p> <p>The Chair of the Committee presented the report, the committee had met on 6 May 2025, the following points were noted:</p> <ul style="list-style-type: none"> • There had been significant amounts of automation across HR activity. • Health & Safety processes and activity had been improved. <p>ii) Minutes of the Human Resources Committee meeting held on 6 May 2025:</p> <p>The minutes from the meeting on 6 May were received and noted.</p> <p>RESOLVED: The HR Committee report and minutes were received by the Board.</p>	
077-2425	<p>GOVERNANCE REPORT</p> <p>i) To record the application of the seal on contracts since the last meeting of the Board of the Corporation - Noted</p> <p>ii) To approve the Energy Contract award – Electricity (015a): Approved</p> <p>iii) To note the progress with the Board Member Annual 1-1 Review Meetings (verbal update): Noted that 1-1's had been taking place and would be completed in early July 2025</p> <p>iv) To receive and review the Chairs' Performance Review – Summer 2025 (015b): The report was received, which was incredibly positive, it was noted that this would be reviewed in more detail by the Chair and the Governance Professional over the summer.</p> <p>v) To approve the Part A minutes of the Board Meeting held on 27 March 2025 (015c): Approved</p> <p>vi) To receive the Search & Governance Committee Report and minutes of the meetings held on 6 June 2025 and consider the following recommendations (015d&e):</p> <ul style="list-style-type: none"> • The Board approved the re-appointment of Board Members Ian Jones and John Dale, for a further two years, to allow them both to serve 8 years. • The Director of Governance noted the appointment of three new Student Board Members, following interviews held earlier in the month. • The Director of Governance noted the appointment of a new Staff Board Member – following a recent staff election. <p>vii) To receive a verbal update from the Staff Board Members on the AoC Staff Governors' Network Meeting – 8 May 2025 (verbal update): Staff Board Member Fran Bove had joined the meeting and reported back that the focus of the meeting had been on the Weston College Intervention Report.</p>	

	<p>viii) Minutes of the SEPS Directors' Meeting held on 10 June 2025 (015f): The minutes were received and noted.</p> <p>ix) Minutes of the SEFM Directors' Meeting held on 10 June 2025 (015g): The minutes were received and noted.</p> <p>RESOLVED: The governance items were noted and approved, as recorded above.</p>	
078-2425	<p>ANY OTHER BUSINESS</p> <p>The Executive Director of HE and Skills reported that the Access and Participation Plan would need Board approval for submission, by the 31 July 2025 deadline. It was agreed that the document would be presented to the Board for approval via the GVO, by the middle of July 2025.</p>	
079-2425	<p>EVALUATION</p> <p>It was confirmed that the online meeting evaluation form would be circulated following the meeting, for completion by Board Members.</p>	
080-2425	<p>STRATEGIC SUMMARY</p> <p>The Principal noted that following the Ofsted inspection in January 2025, the college was now developing a number of ambitious goals within its strategic framework. The statements were presented to the Board and it was confirmed that these had been recently tested with current students with a positive outcome.</p> <p>The focus was on 'developing the goals' and setting out what the college would do for all of its students, from the most able, to the ones who needed most support.</p> <p>Nine statements were presented to the Board and the following items were discussed:</p> <ul style="list-style-type: none"> • Career Ambition – students like this, but Board Members discussed that it was not just about careers, for the younger generation, many of them would have a number of careers. It was agreed that the concept of a 'Career' was however important for parents. • Employed, or industry ready? Many students, particularly in specific curriculum areas go on to be entrepreneurs, freelancers etc and were not always 'employed'. • Technical skills were discussed and the importance of also covering other skills, for example creative and soft skills, which were equally valuable. • The importance of the BPC brand was discussed and the value of studying at the college being recognised, with college students in demand when considering their next steps. <p>The Executive team would consider the feedback. It was also noted that there was a need to not focus on one, but to read them as a group of nine statements.</p> <p>The Chair of the Board thanked Board Members and the Executive team for their contributions and summarised the discussions that had taken place and had focused on:</p>	

	<ul style="list-style-type: none"> • Technology • Budget approval • Deep dive into curriculum <p>Looking forward, are we ambitious enough? What is the impact of all of the work we are doing?</p> <p>RESOLVED: The Board discussed the strategic statements.</p>	
081-2425	<p>DATE OF NEXT MEETING</p> <p>The next meeting would be the Board Strategy event and residential, taking place Wednesday 15 October 2025 to Thursday 16 October 2025, timings and location TBC.</p>	
	<p>CONFIDENTIAL ITEMS</p> <p>Recorded in Part B minutes.</p>	