



SOUTH GLOUCESTERSHIRE AND STROUD COLLEGE
FURTHER EDUCATION CORPORATION

CORPORATION BUSINESS PLAN 2023/24

BACKGROUND

The Instrument and Articles of Government, Accountability Agreements, Post-16 Audit Code of Practice and the College’s Financial Regulations include the responsibilities of the Corporation. The Corporation/Audit/Learning & Quality Business Plans are key in helping to ensure that the Corporation receives sufficient information in order to discharge their responsibilities.

SGS College Strategic Priorities:

Strategic Priority 1: Our Students

Strategic Priority 2: Our Staff

Strategic Priority 3: Our Stakeholders & Communities

Strategic Priority 4: Our Finance & Resources

5 OCTOBER 2023 (Papers to be despatched by 28/9/23)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Strategic Item – External Board Review				30 mins
Annual review of declarations of interest	N/A	Clerk to the Corporation	Review	1 min
Performance Monitoring Report	1,2,3,4	College Principal	Review	10 mins
Safeguarding Learners & Child Protection a) annual report and policy b) Governor Advocate oral update c) Staff Code of Conduct, if appropriate	1,2	Chief Group Services Officer	Approve	10 mins
Annual Governance Report including: Review of key governance documents and Committee Terms of	1	Clerk to the Corporation	Review/Approve	15 mins



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5 OCTOBER 2023 (Papers to be despatched by 28/9/23)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
References, Annual review of appointments to Committees.				
Governance Self-Assessment (including Governor attendance data & Training & Development plan)	1	Clerk to the Corporation	Approve	15 mins
Treasury Management annual report and strategy	4	Group Chief Financial Officer	Approve	10 mins
Management Accounts	4	Group Chief Financial Officer	Monitor	10 mins
Risk Management Report - Review of full risk register (including subsidiary company)	4	Group Chief Financial Officer	Note	5 mins



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5 OCTOBER 2023 (Papers to be despatched by 28/9/23)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Executive Report, including Recruitment update	1,2,3,4	College Principal	Discuss	15 mins
Annual Health & Safety report and policy review	1,2,3,4	College Principal	Note report / Approve policy	1 min
*HR strategy and Annual report	1,2	Chief Group Services Officer	Note report/Approve strategy	1 min
*Framework of College policies	1,2	Deputy Principal	Monitor	1 min



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30 NOVEMBER 2023 (Papers to be despatched by 23/11/23)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
<ul style="list-style-type: none"> • Reconciliation between management accounts and financial statements • Going Concern review • Annual report of the Audit Committee including: <ul style="list-style-type: none"> - Annual Risk Management Report - Internal Audit Service annual report • Financial Statements Auditor’s Management Letter • 2022/23 Report and consolidated Financial Statements • Letter of Representation 	1,2,3,4	Group Chief Financial Officer and Clerk to the Corporation	Approve	30 mins
Performance Monitoring Report	1,2,3,4	College Principal	Review	10 mins



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30 NOVEMBER 2023 (Papers to be despatched by 23/11/23)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Self-Assessment (L&Q (Nov) then to Corporation) a) College Self-Assessment Report 2022/23 (to include final KPI reporting) b) College Improvement Plan c) Higher Education Self-Evaluation report d) Access and participation plan annual report	1,2,3,4	Deputy Principal	Approve	45 mins



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30 NOVEMBER 2023 (Papers to be despatched by 23/11/23)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
*Higher Education Fee Policy	1,2,3,4	Deputy Principal	Approve	15 mins
*Modern Slavery Act 2015	1,2,3	Group Chief Financial Officer	Approve	5 mins
*Student Union Financial Statements and annual report	1	College Principal	Receive	5 mins
Management accounts exception report	1,2,3,4	Group Chief Financial Officer	Monitor	10 mins
Executive report	1,2,3,4	College Principal	Discuss	15 mins



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25 JANUARY 2024	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
(Papers to be despatched by 18/1/24)				
Strategic Item				30 mins
Performance Monitoring Report	1,2,3,4	College Principal	Review	10 mins
*SGS Academy Trust Annual report and accounts	N/A	Group CEO & Executive Principal	Note	5 mins
Diversity, Equity, Inclusion & Belonging Annual Report, Strategy and policy, plus governor advocate oral update	1,2,3,4	Deputy Principal	Approve	15 mins
Management accounts exception report	1,2,3,4	Group Chief Financial Officer	Monitor	10 mins



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25 JANUARY 2024 (Papers to be despatched by 18/1/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Executive report (to include update report on Group Strategy meeting)	1,2,3,4	College Principal	Discuss	15 mins



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21 MARCH 2024 (Papers to be despatched by 14/3/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Strategic Item – Financial Planning Framework				30 mins
Financial Planning Framework (including 3-year capital programme)	1,2,3,4	Group Chief Financial Officer	Approve	15 mins
Performance Monitoring Report	1,2,3,4	College Principal	Review	10 mins
Quality Strategy L&Q (Feb) then to Corporation	1,2,3	Deputy Principal	Approve	10 mins
Skills Strategy & HE Strategy L&Q (Feb) then to Corporation	1,2,3,4	College Principal	Approve	10 mins
Sustainability and Biodiversity report a) Sustainability policy review b) ESFA Streamlined energy and carbon reporting	1,2,3,4	College Principal	Note/Approve policy revisions	10 mins



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21 MARCH 2024 (Papers to be despatched by 14/3/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
c) Governor Advocate oral update				
*Gender Pay report	1	Chief Group Services Officer	Note	1 min
*2024/25 Calendar of Meetings	N/A	Clerk to the Corporation	Approve	1 min
*Fees & Refunds Policy 2024/25	1,3,4	Group Chief Financial Officer	Approve	10 mins
Management accounts exception report	1,2,3,4	Group Chief Financial Officer	Monitor	10 mins
Executive report	1,2,3,4	College Principal	Discuss	15 mins



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25 APRIL 2024	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
(Papers to be despatched by 18/4/24)				
Strategic Item				30 mins
Performance Monitoring Report	1,2,3,4	College Principal	Review	10 mins
Digital Plan and Information Security update and Governor Advocate oral update	1,2,4	College Principal	Note	10 mins
Management accounts exception report	1,2,3,5,6	Group Chief Financial Officer	Monitor	10 mins
Accountability Agreement	1,2,3,4	College Principal	Approve	10 mins
*Review of Governance Self-Assessment Action Plan	1	Clerk to the Corporation	Monitor	1 min
Executive report	1,2,3,4	College Principal	Discuss	15 mins



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6 JUNE 2024 (Papers to be despatched by 30/5/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Strategic Item				30 mins
Performance Monitoring Report	1,2,3,4	College Principal	Review	10 mins
Targets 2024/25 & review of KPIs for following academic year L&Q and rec to Corporation for approval	1,4,5	Deputy Principal	Approve	15 mins
Governance Self-Assessment process (2023/24)	1	Clerk to the Corporation	Approve	15 mins
Partnership Proposals 2024/25, including Sub-Contracting policies	1,2,3,4	College Principal	Approve	5 mins



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6 JUNE 2024 (Papers to be despatched by 30/5/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
*Corporation Business Plan 2024/25	1	Clerk to the Corporation	Approve	5 mins
Management accounts exception report	1,2,3,4	Group Chief Financial Officer	Monitor	10 mins
Executive report	1,2,3,4	College Principal	Discuss	15 mins



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4 JULY 2024 (Papers to be despatched by 27/6/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Strategic Item				30 mins
Elect Chair & Vice-Chair(s) of the Corporation	N/A	Clerk to the Corporation	Appoint	5 mins
Performance Monitoring Report	1,2,3,4	College Principal	Review	10 mins
SGSCSL – note the Strategy and approve the 24/25 Business Plan and review performance of SGSCSL against the 23/24 Business Plan	1	Managing Director, SGSCSL	Approve	10 mins
College Financial Forecast (formerly IMFC), Budget 2024/25 & 2-year Financial Forecast; curriculum contribution	1,2,3,4	Group Chief Financial Officer	Approve	15 mins



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4 JULY 2024 (Papers to be despatched by 27/6/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
College Strategy (including review of mission)	1,2,3,4	Group CEO & Executive Principal	Approve	10 mins
a) Annual Voice of the Learner report b) Review of the Stakeholder Engagement & Involvement Plan & HE Students as Partners Strategy L&Q (June) then to Corporation for approval if required	1,2,3	Deputy Principal	Note	10 mins
*Learner Charter, Behaviour Policy, FE & HE Learner Codes of Conduct and associated student rules and procedures L&Q (June) then to Corporation for approval	1,3,4	Deputy Principal	Approve	15 mins



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4 JULY 2024 (Papers to be despatched by 27/6/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
*Professional Development Policy, if appropriate L&Q (June) then to Corporation for approval	1,2	College Principal	Approve	5 mins
Management accounts exception report	1,2,3,4	Group Chief Financial Officer	Monitor	10 mins
Executive Report, including staff feedback, advocate updates	1,2,3,4	College Principal	Discuss	15 mins



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Standing Items:

- Apologies for Absence
- Declarations of Interest
- Items of Urgent Business
- Minutes of Previous Meeting
- Corporation Action Log
- Confidentiality
- Assessment of meeting
- Date of next meeting

Ad hoc Items:

- Minutes/reports from Committees/Sub-groups and recommendations (as required)
- Corporation and Committee membership (as required)
- Subsidiary Company reporting



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- Application of the Corporation Seal
- Governor Development Reports
- Other ad-hoc items will be included as necessary

Adjustments will be made as necessary during the year.



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AUDIT COMMITTEE BUSINESS PLAN

Nugget Training will take place before the start of each Audit Committee meeting

TUESDAY 19 SEPTEMBER 2023 (Papers to be despatched by 12/9/23) (Reporting to 5 October 2023 Corporation meeting)	Report Lead	Item Type:
2022/23 Draft Internal Auditor’s Annual Report	Internal Audit Service	Consider
2022/23 Risk Management Annual Report	Group Chief Financial Officer	Consider
ESFA Regularity Questionnaire	Group Chief Financial Officer	Note
Audit action plan	Group Chief Financial Officer	Monitor



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TUESDAY 19 SEPTEMBER 2023 (Papers to be despatched by 12/9/23)	Report Lead	Item Type:
(Reporting to 5 October 2023 Corporation meeting)		
Waivers/Breaches of Financial Regulations	Group Chief Financial Officer	Note
GDPR & Freedom of Information Report (including revisions to the Model Publication Scheme and policy approvals and report on Cybercrime)	Deputy Principal	Note & recommend Corporation approval of policies



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MONDAY 13 NOVEMBER 2023 (Papers to be despatched by 6/11/23)	Report Lead	Item Type:
(Reporting to 30 November 2023 Corporation meeting)		
Financial Statements Audit: <ul style="list-style-type: none"> • Financial Statements Auditors’ Management Letter • 2022/23 consolidated Annual Report and Financial Statements 	Financial Statements Auditors Financial Statements Auditors	To recommend to Corporation for approval To recommend to Corporation for approval



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(Reporting to 30 November 2023 Corporation meeting)		
<ul style="list-style-type: none"> • Going Concern review 	Group Chief Financial Officer	To note
<ul style="list-style-type: none"> • 2022/23 SGSCSL Annual Report and Financial Statements/Letter of Rep/Letter of Support (if applicable) 	Group Chief Financial Officer	To note
<ul style="list-style-type: none"> • Reconciliation of the Financial Statements to the July Management Accounts 	Group Chief Financial Officer	To note
<ul style="list-style-type: none"> • Teachers’ Pension Scheme audit report 	Financial Statements Auditors	To note



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(Reporting to 30 November 2023 Corporation meeting)		
<ul style="list-style-type: none"> Letter of Representation 	Financial Statements Auditors	To recommend to Corporation for approval
2022/23 Audit Committee Annual Report including: - 2022/23 Annual Risk Management report and 2022/23 Internal Auditor’s Annual Report	Chair of the Audit Committee/Clerk to the Corporation	To recommend to Corporation for approval
2022/23 Bad debt write off	Group Chief Financial Officer	Note
College returns and Assurance processes	Group Chief Financial Officer	Note
Audit action plan	Group Chief Financial Officer	Monitor



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MONDAY 13 NOVEMBER 2023 (Papers to be despatched by 6/11/23)	Report Lead	Item Type:
(Reporting to 30 November 2023 Corporation meeting)		
Risk Management Report (Full risk register, including SGSCSL, to be in the document library)	Group Chief Financial Officer	Monitor
Fraud Response Plan	Head of Finance	To recommend to Corporation for approval
Audit Committee Training & Development needs analysis	Clerk to the Corporation	Discuss



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THURSDAY 28 MARCH 2024 (Papers to be despatched by 21/3/24)	Report Lead	Item Type:
(Reporting to 25 April 2024 Corporation meeting)		
Internal Audit Service Reports	Internal Audit Service	Note
Review of Gifts & Hospitality register, Fraud register and fraud risk assessment action plan, Whistleblowing and Declarations of Interests register	Group Chief Financial Officer	Note
Risk Management Report – (Full risk register, (including SGSCSL, to be in the document library)	Group Chief Financial Officer	Monitor
Audit action plan	Group Chief Financial Officer	Monitor
Appoint Financial Statements Auditors for the current year	Group Chief Financial Officer	To recommend to



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THURSDAY 28 MARCH 2024 (Papers to be despatched by 21/3/24)	Report Lead	Item Type:
(Reporting to 25 April 2024 Corporation meeting)		
and establish Performance Indicators		Corporation for approval



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CORPORATION BUSINESS PLAN 2023/24

BACKGROUND

The Instrument and Articles of Government, Accountability Agreements, Post-16 Audit Code of Practice and the College’s Financial Regulations include the responsibilities of the Corporation. The Corporation/Audit/Learning & Quality Business Plans are key in helping to ensure that the Corporation receives sufficient information in order to discharge their responsibilities.

SGS College Strategic Priorities:

Strategic Priority 1: Our Students

Strategic Priority 2: Our Staff

Strategic Priority 3: Our Stakeholders & Communities

Strategic Priority 4: Our Finance & Resources

THURSDAY 13 JUNE 2024 (Papers to be despatched by 6/6/24)	Report Lead	Item Type:
(Reporting to 4 July 2024 Corporation meeting)		
Internal Audit Service Reports	Internal Audit Service	Note
Financial Statements Audit Plan 2023/24	Financial Statements Auditors	Endorse
Internal audit needs assessment, strategic plan and annual plan 2024/25 & Internal Audit Protocol	Internal Audit Service	To recommend to Corporation for approval
Review performance of Internal Audit Service 2023/24. Appoint Internal Auditors for 2024/25. Establish Performance Indicators	Group Chief Financial Officer	To recommend the appointment to Corporation for approval
Risk Management Report (Full risk register, including SGSCSL, to be in the	Group Chief Financial Officer	Monitor



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THURSDAY 13 JUNE 2024 (Papers to be despatched by 6/6/24)	Report Lead	Item Type:
(Reporting to 4 July 2024 Corporation meeting)		
document library)		
College returns and Assurance processes update	Group Chief Financial Officer	Note
Audit action plan	Group Chief Financial Officer	Monitor
Audit Committee Self-Assessment 2023/24	Clerk to the Corporation	Complete



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LEARNING AND QUALITY COMMITTEE BUSINESS PLAN

8 NOVEMBER 2023 (Papers to be despatched by 1/11/23)	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
REPORT TO 30 NOVEMBER CORPORATION MEETING				
Top 5 areas of concern	1,2,3,4	Principal	Discuss	15 mins
2022/23 Compliments, Suggestions & Complaints annual report	1,2,3	Deputy Principal	Note	10 mins



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8 NOVEMBER 2023 (Papers to be despatched by 1/11/23)	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
REPORT TO 30 NOVEMBER CORPORATION MEETING				
Teaching, Learning & Assessment report	1,2	Deputy Principal	Note	15 mins
Stakeholder Engagement Report including: <ul style="list-style-type: none"> • Annual report on Employer Engagement (including; apprenticeships, WBL, full cost recovery, work experience, surveys of employer satisfaction) • Community Engagement 	1,2,3	College Principal	Note	15 mins



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8 NOVEMBER 2023 (Papers to be despatched by 1/11/23) REPORT TO 30 NOVEMBER CORPORATION MEETING	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
Self-Assessment a) College Self-Assessment Report 2022/23 (to include final KPI reporting) b) College Improvement Plan c) Higher Education Self-Evaluation report	1,2,3,4	Deputy Principal	To consider in advance of presentation to Corporation for approval	30 mins



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8 NOVEMBER 2023 (Papers to be despatched by 1/11/23) REPORT TO 30 NOVEMBER CORPORATION MEETING	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
d) Access and participation plan annual report				



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6 FEBRUARY 2024 (Papers to be despatched by 30/1/24) REPORT TO 21 MARCH CORPORATION MEETING	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
Top 5 areas of concern	1,2,3,4	Principal	Discuss	15 mins
Skills Strategy	1,2,3,4	College Principal	To recommend to Corporation for approval	15 mins
Higher Education Strategy	1,2,3,4	Deputy Principal	To recommend to Corporation for approval	10 mins



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6 FEBRUARY 2024 (Papers to be despatched by 30/1/24) REPORT TO 21 MARCH CORPORATION MEETING	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
Quality Strategy	1,2	Deputy Principal	To recommend to Corporation for approval	10 mins
Voice of the Learner report	1	Deputy Principal	Note	10 mins
KPI report	1,2,3,4	Deputy Principal	Monitor	10 mins



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6 FEBRUARY 2024 (Papers to be despatched by 30/1/24) REPORT TO 21 MARCH CORPORATION MEETING	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
Teaching, Learning & Assessment report	1,2	Deputy Principal	Note	10 mins
Report on progress against the College Improvement Plan	1,2,3,4	Deputy Principal	Note	10 mins
Report on progress against 14-16 new development	1,2,3,4	College Principal	Note	10 mins



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20 JUNE 2024 (Papers to be despatched by 13/6/24)	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
REPORT TO 4 JULY CORPORATION MEETING				
Top 5 areas of concern	1,2,3,4	Principal	Discuss	15 mins
Learner Charter, Behaviour Policy, FE & HE Learner Codes of Conduct and associated student rules and procedures	1,2,4	Deputy Principal	To recommend to Corporation for approval	10 mins
Annual Teaching, Learning, Assessment and feedback report, including review of the Teaching, Learning, Assessment and feedback policy.	1,2	Deputy Principal	Note & recommend revisions to the policy for Corporation approval	10 mins
KPI report including targets 2024/25 & review of KPIs	1,2,3,4	Deputy Principal	To recommend for	15 mins



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20 JUNE 2024 (Papers to be despatched by 13/6/24)	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
REPORT TO 4 JULY CORPORATION MEETING for following academic year			Corporation approval	
Sunburst report	1	Deputy Principal	Note	10 mins
FE & HE Learner Destination Data & Progression	1,2	College Principal	Note	10 mins



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20 JUNE 2024 (Papers to be despatched by 13/6/24)	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
REPORT TO 4 JULY CORPORATION MEETING				
Report on progress against the College Improvement Plan	1,2,3,4	Deputy Principal	Note	10 mins
a) Annual Voice of the Learner report	1,2	Deputy Principal	Note	10 mins
b) Review of the Stakeholder Engagement & Involvement Plan & HE Students as Partners Strategy			To recommend to Corporation for approval	
Careers and Employability Report and	1,2,3	College Principal	Note	10 mins



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20 JUNE 2024 (Papers to be despatched by 13/6/24)	Strategic Priority:	Report Lead	Item Type:	Approximate Timings:
REPORT TO 4 JULY CORPORATION MEETING				
Governor Advocate oral update (if available)				
14-16 new development – End of Year report	1,2,3,4	College Principal	Note	10 mins
Professional Development Policy, if appropriate	1,2	College Principal	To recommend to Corporation for approval	5 mins
Committee self-assessment 2023/24	N/A	Clerk to the Corporation	Discuss	10 mins



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FINANCIAL DEVELOPMENT GROUP

19 FEBRUARY 2024 (Papers to be despatched by 12/2/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
Financial Planning Framework and 3-year capital programme.	1,2,3,4	Group Chief Financial Officer	Discuss	60 mins
17 JUNE 2024 (Papers to be despatched by 10/6/24)	Strategic Priority:	Report Lead:	Item Type:	Approximate Timings:
College Financial Forecast and 2-year Financial Forecast and Going Concern review.	1,2,3,4	Group Chief Financial Officer	Discuss	60 mins