

Agenda item	4
Title	Corporation meeting minutes

Date & Time	23 March 2026	5:30pm
Date of next meeting	22 June 2026	5:30pm
Location	Wellington Campus	E228 Telford College
Governors attending	Angel Anish Abraham	AAA Student Governor
	Shaukat Ali	SA Independent Governor
	Jim Arnold	JA Chair of the People, Finance & Resources Committee
	Gail Bleasby	GB Chair of the Corporation
	Richard Cambray	RC Link Governor, Capital & Estates
	Gill Eatough	GE Chair of the Quality of Education & Safeguarding Committee
	Sue Gill*	SG Independent Governor
	Natalie Headley	NH Link Governor, EDI
	Ann Johnson	AJ Link Governor, EDI
	Ruth Matthews	RM Link Governor, Sustainability
	Chris Pallett	CP Vice Chair of the Corporation
	Gavin Sermon	GS Independent Governor
	Hollie Whittles	HW Link Governor, People & Culture Link Governor, Careers & Employer Engagement
	Roger Wilson	RW Independent Governor
	Claire Wincott-Holder*	CWH Vice Chair, Designate
	Lawrence Wood	LW Principal & CEO
Clerk	Joanna Perch	JP Governance Professional
In attendance	Caroline Bastow	CB Vice Principal Support & Performance
	Sarah Davies	SD Executive Director, Partnerships & Employer Engagement
	Rob Lees	RL Vice Principal, Curriculum
	Matt Parry	MP Chief Finance Officer
Apologies	Teresa Tanner	TT Link Governor, Safeguarding
	Chloe Parkins	CPa Student Governor

Attendance via Teams*

No.	Item	Action
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OPENING OF THE MEETING

1. Welcome and Introductions

- 1.1. The Chair of the Corporation opened the meeting, noting apologies received from TT and CPa.

BOARD DEVELOPMENTS AND UPDATES

2. Written Resolutions

- 2.1. A complete audit trail for each written resolution is retained within the Corporation digital library, including the circulated paper, formal notification of the outcome and evidence of member responses. Each resolution is filed individually within the relevant academic year.

- 2.2. The following written resolutions were formally reported to the Corporation having been circulated and approved on the dates indicated below, in accordance with the College's governance procedures.

2.3. **Appointment of Roger Wilson as Telford College Corporation Member**

Acknowledged

Date circulated: 22 January 2026

Date approved: 26 January 2026

Having received the required majority of eligible members, the Corporation approved, via written resolution, the appointment of Roger Wilson as a member of the Telford College Corporation.

2.4. **Gender Pay Gap Report**

Acknowledged

Date circulated: 05 March 2026

Date approved: 09 March 2026

Having received the required majority of eligible members, the People, Finance & Resources committee approved, via written resolution, the amended paper be recommended to the Corporation for approval.

2.5. **Diversity of Employment Report**

Acknowledged

Date circulated: 05 March 2026

Date approved: 09 March 2026

Having received the required majority of eligible members, the People, Finance & Resources committee approved, via written resolution, the amended paper be recommended to the Corporation for approval.

2.6. **EDI policy**

Acknowledged

Date circulated: 10 March 2026

Date approved: 16 March 2026

Having received the required majority of eligible members, the People, Finance & Resources committee approved, via written resolution, the amended paper be recommended to the Corporation for approval.

STANDING ITEMS

3. Procedural Matters

- 3.1. There were no conflicts of interest declared prior to or during the meeting.

- 3.2. The Corporation received confirmation of an update to the Register of Interests, noting that a governor had declared a family member having taken a new teaching role at the College, which had been formally recorded.

Acknowledged

- 3.3. No items on the agenda were identified for confidential discussion that were not already set out on the agenda.

4. Minutes of the previous meeting

- 4.1. Governors acknowledged the Corporation's agreement that the minutes from the meeting held on 15 December 2026, were a true and accurate record.

Approved

GOVERNANCE

5. **Governors' Updates**

- 5.1. The Corporation received a Link Governor report following a recent visit. The report circulated with the meeting papers, provided oversight across the *People and Culture* and *Careers and Employer Engagement* link areas, reflecting engagement with relevant staff across both functions.
- 5.2. Governors noted the contribution this made to strengthening oversight and triangulation of information presented to the Board.

6. **Strategic Away Day**

- 6.1. The Corporation was invited to provide feedback on the January strategy away day to inform future Board development and planning.
- 6.2. Governors observed that the online event had not been well aligned to the needs of a governing body, and affected by poor audio quality. They further noted that limited time had remained for earlier agenda items, which had consequently been compressed.
- 6.3. Governors reflected positively on the opportunity for informal discussion following the session.

7. **FEC letter**

- 7.1. The Corporation received correspondence from the Further Education Commissioner, outlining sector expectations and governance priorities.

Governor Challenge, Queries and Observations

- 7.2. Governors noted the more directive tone compared to previous correspondence.
- 7.3. Governors reflected that the letter reinforced the importance of Senior Post Holder roles and governance oversight.
- 7.4. It was agreed that the Corporation should review Senior Post Holder coverage in light of sector expectations.

Review of Senior Post Holder arrangements to be considered.

8. **Governance Risk Register**

- 8.1. The Governance Risk Register had been reviewed in full to ensure it remained relevant, coherent and fit for purpose.
- 8.2. The review identified that a number of risks reflected legacy issues that were no longer current, while others had been added over time by different postholders using varying approaches, resulting in inconsistency in risk phrasing, duplication, and variable levels of clarity.
- 8.3. The Governance Professional explained the revised approach had been adopted refocusing around a small number of core governance risks that were inherent to all Further Education colleges and which could never be fully eliminated.
- 8.4. These risks would remain on the register permanently, with inherent risk scores remaining high to reflect the sector-wide regulatory and governance environment.
- 8.5. The Corporation would monitor its residual risk position against these core risks on an ongoing basis, providing a consistent and meaningful measure of governance effectiveness over time.
- 8.6. Existing risks that overlapped, duplicated one another or represented historic issues had been consolidated into these core risks where appropriate providing a clearer, more strategic register that supported effective oversight and avoided fragmentation.
- 8.7. The revised register also retained the flexibility to add College-specific or emerging governance risks as required, ensuring responsiveness to changing circumstances.

Governor Challenge, Queries and Observations

- 8.8. Governors supported the simplified approach and noted that it would:
 - Improve clarity of oversight
 - Strengthen the ability to evidence governance effectiveness
- 8.9. Governors linked this to the FE Commissioner's emphasis on governance standards.
- 8.10. **The Corporation approved the Governance Risk Register.**

Approved

9. **Remuneration Committee terms of reference**

- 9.1. The Remuneration Committee had reviewed its terms of reference in alignment with the usual annual schedule, and recommended to the Corporation for approval.
- 9.2. Minor changes had been made to reflect the committee's agreed change to its annual cycle; moving from one annual meeting in November to two bi-annual meetings held in November and April to better support governance effectiveness.
- 9.3. **The Corporation approved the revised Remuneration Committee terms of reference.**

Approved

10. **Statutory Obligations**

- 10.1. The Governance Professional gave a presentation outlining the legal status of the Corporation and its trustees, the core statutory duties, accountability and delegation and the application of the Association of Colleges Code of Good Governance.

Governor Challenge, Queries and Observations

- 10.2. Governors noted the emphasis on:
- Collective accountability
 - Non-delegable statutory duties
- 10.3. It was reinforced that:
- Governors set direction and hold to account
 - Committees support decision-making
 - Accountability remains with the full Corporation
 - Individual Governors have no executive authority
- 10.4. The Chair of the Corporation suggested that this should be scheduled annually at the start of each academic year to support governors' understanding and provide a timely reminder.

GOV to add this to the forward plan as an annual October item.

11. **Annual Report of the Remuneration Committee**

- 11.1. The Corporation was asked to approve the Annual Report for publication as recommended by the Remuneration Committee.
- 11.2. The report was retrospective, outlining for the 2024/25 academic year:
- the purpose of the Remuneration Committee;
 - the senior post holders;
 - the College's Strategic Objectives;
 - the approach to remuneration;
 - institutional performance;
 - executive pay; and
 - comparative benchmarking of Telford College executive pay scales nationally, regionally, by income band and by college type.

- 11.3. **The Corporation approved the Annual Report of the Remuneration Committee.**

Approved

EXECUTIVE BUSINESS

12. **College Principal / CEO's report**

- 12.1. The Corporation received the Principal & CEO's report, which outlined demographic growth and demand, the wider funding environment and sector context, ongoing strategic developments and partnerships, the organisational restructure, and activity relating to community engagement and reputation. Additional verbal updates were provided, noting significant population growth within the College's catchment area, disappointment regarding the limited 0.5% increase in funding, the continued impact of ongoing policy changes and sector uncertainty, and feedback from community stakeholders, including areas of negative perception.

Governor Challenge, Queries and Observations

- 12.2. Governors challenged the financial impact of funding constraints and long-term sustainability.

- 12.3. Governors explored reputation risks, noting negative perceptions in parts of the community alongside ongoing legacy issues with branding.
- 12.4. Governors questioned how the College would strengthen its external reputation and improve engagement with communities and employers.
- 12.5. Governors highlighted the importance of staff engagement and cultural alignment alongside the need to avoid overload from multiple simultaneous changes.
- 12.6. Governors emphasised the need to maintain focus on student outcomes as the primary driver of reputation.
- 12.7. It was agreed further work on reputation, PR strategy and stakeholder engagement should be progressed.

13. Capital Funding (DfE) – strategic overview

13.1. Skills Shop

- 13.1.1. The Corporation received a proposed business case to establish a town centre Skills Shop within Telford Shopping Centre.
- 13.1.2. The Skills Shop was presented as a highly visible and accessible hub for community and employer engagement, supporting recruitment, training and partnership activity.
- 13.1.3. It was explained that the model would enhance public visibility, strengthen employer relationships and enable the College to tender for community-based funding streams requiring multiagency delivery, including Work Well, Youth Hubs and employability contracts.
- 13.1.4. The Skills Shop would also host a Retail Academy providing full cost induction training for more than 160 retailers.
- 13.1.5. The CFO reported that a lease arrangement had been negotiated on favourable terms, including initial incentives and flexibility within the agreement.
- 13.1.6. The proposal required capital investment and would incur ongoing operational costs, which were expected to be offset by projected income generation.
- 13.1.7. Additional verbal reporting from the EDP confirmed engagement with multiple external partners and alignment with emerging DWP funding models alongside strategic intent to improve access for hard-to-reach groups.

Governor Challenge, Queries and Observations

- 13.1.8. Governors challenged the robustness of the income assumptions and the risk that projected income might represent reallocation rather than genuinely new income.
- 13.1.9. There was further challenge around the footfall assumptions, the suitability of the proposed location, and the evidence drawn from other colleges.
- 13.1.10. Governors emphasised the need for clear performance monitoring and assurance that the project would deliver genuine additionality of income.
- 13.1.11. They further recognised the strategic alignment of the proposal with national policy and funding direction.

13.1.12. The Corporation approved the Skills Shop Business Case.

13.1.13. It was resolved that the Common Seal of the Corporation be affixed to the Skills Shop lease in the presence of the Chair or Vice Chair of the Corporation and one other Corporation Member in accordance with the College's Articles of Government.

- 13.1.14. It was agreed the project should be monitored through the People, Finance & Resources committee which would report back to the Corporation.

Approved

Approved

Ongoing monitoring through PFR Committee.

13.2. Post 16 and Construction Skills

- 13.2.1. The Corporation considered a proposal to submit an application to the Department for Education's Post-16 and Construction Skills Capacity Fund, which had been launched to support expansion of education and training capacity.
- 13.2.2. The Chief Finance Officer presented an overview of the funding opportunity, including the scope of the fund, indicative funding levels available per project, and the requirements and timeline for submission.
- 13.2.3. The proposal outlined the College's intention to develop a project aligned to construction skills capacity, subject to further refinement of scope and delivery plans.

Governor Challenge, Queries and Observations

- 13.2.4. Governors emphasised the need to:
- Be ambitious in funding bids
 - Maximise available opportunities
- 13.2.5. Governors acknowledged:
- Tight timescales
 - Need for realistic delivery

13.2.6. **The Corporation approved submission of the funding bids.**

Approved

14. Full Balanced Scorecard

- 14.1. The Corporation received the Balanced Scorecard report, which provided an update on key performance indicators, including funding delivery, attendance, people metrics, and health and safety.
- 14.2. It was reported that:
- Adult funding delivery had increased and was forecast above allocation.
 - Attendance for 16–18 learners had declined from earlier in the year but showed a slight improvement in February; this was noted to be partly impacted by disruption earlier in the term.
 - Concerns remained regarding the accuracy and consistency of HR data, due to changes in reporting methodology and limitations within existing systems.
 - Health and safety reporting had increased, reflecting improved reporting practices rather than a confirmed rise in incidents.

Governor Challenge, Queries and Observations

- 14.3. Governors scrutinised the reliability and presentation of HR data, noting inconsistencies in reported figures and lack of clarity in key metrics. It was acknowledged that current systems and processes limited confidence in the data, and that further work was required to ensure accuracy, consistency, and usability for governance oversight.
- 14.4. Governors requested greater clarity on workforce data, including clear differentiation between academic and support staff. They also asked for improved definition and presentation of “casework” metrics to support meaningful interpretation, and for KPI reporting to be revised through the relevant committee to provide a clearer distinction between operational information and Board-level assurance.
- 14.5. Governors emphasised the importance of robust, reliable data to support effective oversight and informed decision-making, particularly in light of external inspection expectations.
- 14.6. In relation to attendance, Governors noted the decline earlier in the year and sought assurance that appropriate actions were in place to improve performance. It was confirmed that attendance remained broadly in line with previous patterns, with ongoing focus on improvement.
- 14.7. Governors discussed the health and safety data and noted that increased reporting was likely to reflect improved reporting culture rather than deterioration in performance. Governors highlighted the importance of near-miss reporting as a preventative measure and welcomed plans to strengthen health and safety capacity.
- 14.8. The Corporation noted that:
- Work was underway to strengthen HR data systems and reporting capability, including the appointment of a new HR Director.
 - KPI reporting would be refined through committee scrutiny to ensure clarity and relevance at Board level.
 - Further improvements to data architecture and reporting systems were required to support effective governance and regulatory assurance.

VPSP to provide:

-Greater clarity on workforce data, including breakdowns between academic and support staff.

-Improved definition and presentation of “casework” metrics to enable meaningful interpretation.

-Revised KPI reporting through the relevant committee, with a clearer distinction between operational detail and Board-level assurance.

15. Ofsted update

- 15.1. The Corporation received two presentations on the forthcoming changes to the Ofsted inspection framework.
- 15.2. The first presentation was delivered by the Governance Professional, outlining the implications of the revised framework for governance. This emphasised the shift to a more evidence-based inspection model, the removal of a single overall judgement, and the

introduction of a distinct judgement for leadership and governance. It was highlighted that the effectiveness of governance would be assessed through demonstrable evidence of oversight, challenge, and assurance, supported by accessible and reliable information.

- 15.3. The Governance Professional advised that governors would be required to engage more directly with data, particularly in relation to performance and inclusion, and that the governance dashboard and supporting documentation formed part of the College's assurance framework.
- 15.4. The second presentation was delivered by the Vice Principal Support and Performance, who provided further detail on the operational implications of the new framework.
- 15.5. This included:
- The introduction of a multi-criteria "report card" approach, with graded judgements across a range of areas rather than a single headline grade.
 - A stronger emphasis on data, with inspectors using pre-inspection datasets and validating performance through triangulation during inspection.
 - A shift to a "secure fit" model, requiring all criteria within a grade to be met in full.
 - Increased focus on inclusion, including learners facing a wide range of barriers.
 - Changes to inspection methodology, including learner-focused case tracking and more flexible inspection activity.
- 15.6. It was noted that inspection could take place at any point within the cycle, and that readiness would depend on the College's ability to evidence consistent, high-quality oversight and data integrity.

Governor Challenge, Queries and Observations

- 15.7. Governors explored the implications of the new framework for the Corporation, particularly in relation to data, assurance, and inspection readiness.
- 15.8. Governors noted that the increased reliance on data would require a step change in the quality, accessibility, and reliability of information available to the Board. Concern was raised that current data systems and reporting arrangements were not yet sufficiently robust to meet these expectations.
- 15.9. Governors highlighted the need for clearer alignment between internal data and the data sets used by inspectors. They emphasised the importance of being able to interrogate data confidently and to understand performance in context and reinforced the requirement to demonstrate effective oversight of inclusion, including outcomes for specific learner groups.
- 15.10. Governors sought assurance that the College's data infrastructure and reporting capability would be strengthened within an appropriate timeframe. It was acknowledged that current systems presented challenges, and that significant work was required to improve data architecture and reporting functionality.
- 15.11. Governors further emphasised that, under the new framework, weaknesses in data quality or accessibility would present a direct risk to inspection outcomes.
- 15.12. The Corporation noted that work continued to strengthen data systems, enhance reporting capability, and ensure alignment with inspection requirements. Staff training and development activities were being implemented to improve understanding of inclusion and effective use of data, and further refinement of dashboards and reporting tools would be necessary to support strong governance oversight.
- 15.13. However, Governors also recognised that significant risks remained in relation to data quality, system capability, and overall inspection readiness. They emphasised that sustained focus and prioritisation of this area would be essential for the Corporation to meet its responsibilities under the revised inspection framework.
- 15.14. The Corporation acknowledged the update and noted the level of risk and ongoing work required, with the expectation that progress would be monitored through future reporting.

16. Safeguarding

- 16.1. The Corporation received the Safeguarding Report, which provided an overview of safeguarding activity, trends, and key areas of concern across the College.
- 16.2. It was reported that:
- Mental health remained the most significant safeguarding concern.
 - Incidents relating to homelessness had increased, alongside a rise in more complex cases.

- Parenting-related safeguarding issues continued to be a notable area of need.
- Safeguarding processes were being strengthened, including improvements to data categorisation and reporting, with plans to move from incident-based to case-based reporting.

16.3. It was further reported that the College continued to provide strong in-house safeguarding support, including counselling provision.

Governor Challenge, Queries and Observations

16.4. Governors scrutinised the increase in homelessness cases and sought clarity on the underlying causes and the extent of support available to students.

16.5. It was explained that most cases arose from breakdowns in family relationships. In the majority of instances, multi-agency support enabled suitable accommodation solutions for students under 18. However, there remained gaps in provision for some students, particularly where external agencies were either unable or unwilling to intervene, which resulted in limited immediate support in certain cases.

16.6. Governors noted the seriousness of these scenarios and the reliance on external agencies, highlighting the vulnerability of affected students.

16.7. Governors further explored the broader safeguarding landscape, noting the complexity of safeguarding needs and the range of factors contributing to risk alongside the importance of early intervention and partnership working, particularly through initiatives such as family hubs and the need to ensure safeguarding data continued to support effective oversight and identification of trends.

16.8. The Corporation noted that safeguarding systems and support mechanisms were well established, with clear evidence of strong operational practice. It further recognised that planned enhancements to data reporting would improve visibility and strengthen governance oversight. Continued partnership working with external agencies was identified as essential in addressing complex safeguarding issues, particularly those relating to homelessness.

16.9. However, Governors recognised that increasing complexity and demand in safeguarding cases presented an ongoing risk and that external dependency on partner agencies limited the College's ability to fully mitigate certain safeguarding issues.

16.10. The Corporation took assurance from the report, while noting the need for continued monitoring of safeguarding trends and the effectiveness of multi-agency support arrangements.

COMMITTEE REPORTS

17. Audit Committee

17.1. The Audit Committee meeting minutes of 16 March 2026 had been included in the pack for information.

17.2. The Chair of Audit Committee reported the internal audit report on payroll and expenses had been received, which provided substantial assurance, with no significant concerns raised.

17.3. The updated Risk and Board Assurance Framework had been reviewed, reflecting recent changes to risk structure and presentation.

17.4. Ongoing discussions were taking place regarding the articulation and application of risk appetite within the framework.

17.5. The Committee recommended for Corporation approval:

- 17.6. • The updated Strategic Risk Register and Board Assurance Framework.
- 17.7. • Transfer of delegated authority for the following policies from the PFR Committee to the Audit Committee, to strengthen alignment with audit oversight.:
 - Anti-Fraud policy
 - Anti-Bribery policy
 - Gifts and Hospitality policy
- 17.8. • The updated Scheme of Delegation which had been amended to reflect the delegation of policy changes recommended.

17.9. **The Corporation approved:**

- 17.10. • **the updated Strategic Risk Register and Board Assurance Framework.**

Approved

17.11.	<ul style="list-style-type: none"> the transfer of delegated authority for the <i>Anti-Fraud</i> policy from PFR committee to Audit committee. 	<i>Approved</i>
17.12.	<ul style="list-style-type: none"> the transfer of delegated authority for the <i>Anti-Bribery</i> policy from PFR committee to Audit committee. 	<i>Approved</i>
17.13.	<ul style="list-style-type: none"> the transfer of delegated authority for the <i>Gifts & Hospitality</i> policy from PFR committee to Audit committee. 	<i>Approved</i>
17.14.	<ul style="list-style-type: none"> the updated Scheme of Delegation document. 	<i>Approved</i>
18.	People, Finance & Resources (PFR) Committee	
18.1.	The PFR Committee meeting minutes of the 23 February 2026 had been included in the meeting pack for information.	
18.2.	The Chair of the PFR Committee reported that the College remained in a strong financial position, with performance exceeding budget expectations and a positive outlook for year-end. Payroll costs for academic staff had increased, and further analysis was underway to assess the impact on staff retention and financial sustainability.	
18.3.	The Committee had approved key policies, including: <ul style="list-style-type: none"> Fees Policy Freedom of Information Policy Subcontracting Policy. 	
18.4.	The Committee had also considered capital projects progress, noting that the Sixth Form development remained on track within the revised budget and the library project had experienced minor delays but remained within budget tolerance.	
18.5.	The committee recommended the following items for Corporation approval:	
18.6.	<ul style="list-style-type: none"> EDI Annual Report – Diversity of Employment 	
18.7.	<ul style="list-style-type: none"> Gender Pay Gap Report 	
18.8.	<ul style="list-style-type: none"> Equality, Diversity and Inclusion Policy 	
	Governor Challenge, Queries and Observations	
18.9.	Governors explored the increase in staffing costs and sought assurance that this investment was delivering improved retention and workforce stability.	
18.10.	Governors noted the importance of maintaining strong financial control alongside continued investment in priority areas.	
18.11.	Governors also considered the capital programme and noting the importance of continued oversight of delivery timelines and cost control alongside the need to ensure that capital investment remained aligned to strategic priorities.	
18.12.	The Corporation took assurance from the Committee’s report, noting strong financial performance and appropriate oversight of resources and capital investment, with continued monitoring of staffing cost pressures.	
18.13.	The Corporation approved the EDI Annual Report – Diversity of Employment	<i>Approved</i>
18.14.	The Corporation approved the Gender Pay Gap Report	<i>Approved</i>
18.15.	The Corporation approved the Equality, Diversity and Inclusion Policy	<i>Approved</i>
19.	Quality of Education & Safeguarding (QES) Committee	
19.1.	The QES Committee meeting minutes of the 26 February 2026 had been included in the meeting pack for information.	
19.2.	The Chair of the QES Committee reported that the Committee had undertaken detailed scrutiny of performance data—including student progress, attendance and achievement—alongside safeguarding and Prevent activity, curriculum planning and student applications, and apprenticeship performance and withdrawals.	
19.3.	The Committee had approved the SAR 2024/25 and QIP January – December 2026 having agreed the QIP provided an appropriate strategic focus.	
19.4.	The Committee had noted that applications for future enrolment were strong, indicating positive demand. Apprenticeship performance had improved, with delivery now more stable. It was also reported that a revised approach to performance reporting was being implemented, with an increased focus on progress and attitudes to learning.	
19.5.	It was further reported that A-level performance remained an area of concern, with current cohorts reflecting historic recruitment practices and prior underperformance. A significant proportion of learners had previously been enrolled without meeting entry criteria, which	

continued to affect current outcomes. Changes had now been implemented to ensure stricter adherence to entry requirements going forward.

Governor Challenge, Queries and Observations

- 19.6. Governors scrutinised A-level performance and challenged whether sufficient progress was being made to improve outcomes.
- 19.7. Assurance was sought, that current interventions were robust and that lessons from previous recruitment practices had been addressed.
- 19.8. Governors noted the scale of improvement required and the time needed to realise impact. That actions were in place, including strengthened entry criteria, targeted interventions, and improved monitoring of student progress.
- 19.9. Governors also explored the quality and usefulness of performance data, emphasising the need for clear, accessible reporting to support effective oversight, requesting continued visibility of progress against key performance indicators, particularly in relation to learner outcomes.
- 19.10. The Corporation noted that quality improvement activity was underway and appropriately focused on key areas of underperformance.
- 19.11. Revised approaches to recruitment, monitoring, and intervention were expected to improve outcomes over time.
- 19.12. Governors recognised that A-level performance remained a significant area of risk in the short term and that sustained improvement would require continued focus and time to embed.

CLOSING OF THE MEETING

20. Matters Arising

- 16.11. The Governance Professional recommended and it was agreed by the Corporation, that the following items be marked closed:
- 16.12. • **Item 2**-Annual EDI Report to be presented to the Board for approval *CLOSED*
 - 16.13. • **Item 3**-Scheme of Delegation (working document status) *CLOSED*
 - 16.14. • **Item 4**-Overview of new Ofsted Framework to be provided for the board *CLOSED*
 - 16.15. • **Item 6**-Meeting arrangements for Link Governor, Careers & Employer Engagement *CLOSED*
 - 16.16. • **Item 7**-Overhaul of Governance Risk Register *CLOSED*
- 16.17. The Governance Professional advised and it was agreed by the Corporation, that the following items were not complete and should remain open:
- 16.18. • **Item 1**-Governor 360's external facilitation was currently pending written clarification from the Chair of the Corporation on scope required. *OPEN*
 - 16.19. • **Item 5**-College Standing Orders. The triumvirate had agreed to postpone to the June Corporation meeting to allow for feedback from the internal auditors who were currently carrying out a requested internal audit of governance. *OPEN*
 - 16.20. • **Item 8**-AI adoption oversight for business operations risk to be added to the strategic risk register. This had been discussed at the March Audit Committee and would soon be delegated by the CFO to the appropriate member of staff, as owner. *OPEN*

21. Final Business

- 16.21. The Corporation received further discussion on a number of governance matters.
- Student Outcomes KPI
- 16.22. Governors noted the absence of a defined Key Performance Indicator (KPI) for student outcomes and discussed the importance of ensuring that student outcomes were clearly measured and monitored at board level.
- 16.23. Governors reflected that, as student success was central to the College's purpose, this should be more explicitly captured within the performance framework.
- More Frequent Staff Surveys
- 16.24. Governors also discussed the staff survey and its relationship to student outcomes, noting that staff engagement and performance are key drivers of student success.

- 16.25. It was observed that some organisations monitor staff feedback on a more frequent basis, including monthly, and that this may provide more timely insight to support improvement.
- 16.26. The Principal/CEO acknowledged the value of this approach and confirmed an ambition to move towards more regular monitoring of staff feedback over time.

Artificial Intelligence

- 16.27. The Vice Chair of the Corporation and Chair of the Audit Committee referred to earlier discussion under Matters Arising regarding artificial intelligence (AI) and highlighted the importance of ensuring that the College was not only managing risk in this area but also capitalising on opportunities.
- 16.28. It was noted that some organisations had dedicated resource focused on AI development and implementation.
- 16.29. In response, the Principal/CEO confirmed that work was already underway within the College, including ongoing discussions and developments in this area.
- 16.30. Governors noted the importance of maintaining strategic oversight of AI, including both risks and opportunities, and suggested that this be brought back to a future meeting to provide a comprehensive update.
- 16.31. The Corporation recognised the importance of strengthening performance monitoring, particularly in relation to student outcomes and staff engagement, and agreed that these areas would be revisited through future reporting.

GOV to add to forward plan.

- 16.32. There were no suggestions for potential improvements for meeting effectiveness.
- 16.33. There no further issues identified to be added to the risk register.

22. Any Other Business

- 16.34. There was no other business.

[Non-Confidential session ended at 20:18pm]

23 March 2026 Corporation approvals:

Minute Reference

- 15.12.2025 Corporation meeting minutes
- 8.10 Governance Risk Register
- 9.3 Remuneration committee terms of reference
- 11.3 Annual Report of the Remuneration committee
- 13.1.12 The Skills Shop Business Case.
- 13.1.13 Use of the Common Seal of the Corporation
- 13.2.6 Submission of the Post 16 & Construction Skills funding bids submission of the funding bids
- 17.10 Strategic Risk Register and Board Assurance Framework.
- 17.11 the transfer of delegated authority for the Anti-Fraud policy from PFR committee to Audit committee.
- 17.12 the transfer of delegated authority for the Anti-Bribery policy from PFR committee to Audit committee.
- 17.13 the transfer of delegated authority for the Gifts & Hospitality policy from PFR committee to Audit committee.
- 17.14 Scheme of Delegation
- 18.13 EDI Annual Report – Diversity of Employment
- 18.14 Gender Pay Gap Report
- 18.15 EDI policy