Minutes of the Full Corporation Meeting

Held on 25 March 2026, 5:30pm–8:00pm, SA Campus

Present

Name	Role/Title
John O'Sullivan	Chair of Corporation
Deborah Caviel	Corporation Member (staff)
Jean Fawcett MBE	Corporation Member
Chris Ford	Corporation Member
Philip Fulton	Corporation Member
Vince Glover	Corporation Member
Rob Birkett	Corporation Member
Andrew Slade	Corporation Member & Principal & CEO
Richard Whitehead	Corporation Member

In attendance

Name	Role/Title
Antony Appadoo	Incoming Corporation Member
Claire Dolan	Deputy Principal Strategy, Partnership and Business Development
Jonathan Flowers	Incoming Corporation Member
Susannah Glover	Director of Governance
Spencer Johnston	Incoming Corporation Member
Barbara Jones	Executive Director of People and Culture
Jacqueline Page	Deputy Principal, Curriculum, Performance & Student
David Lambert	Chief Technology & Infrastructure Officer

1. Welcome

1.1 Apologies were received from Simon Caunce, Sophie Sispera and Yash Nandakumar.

1.2 The meeting was quorate.

1.3 There were no declarations of interest.

1.4 There was no urgent business.

2. Minutes of the Meeting Held on 15 December 2025

2.1 The minutes were ***APPROVED*** as an accurate record of the meeting.

3. Matters Arising and Action Log

3.1 The actions were reviewed. It was noted that actions relating to the relaunch of the Link Governor scheme were progressing.

3.2 The CTIO presented the Risk Register. The Corporation noted that a review of the format and management of the risk register was underway, alongside proposals to strengthen the focus on mitigations and improve assurance and version control. Software was being considered. The Risk Register was ***APPROVED***, subject to the proposed enhancements being brought back to committee.

5. Strategic Goals, KPI Dashboard and Annual Operating Plan

5.1 The Deputy Principal (SPBD) presented the Strategic Goals, KPI Dashboard and Annual Operating Plan. Corporation noted strong performance against many key indicators, reflecting improvements in quality, learner outcomes and operational stability, and that KPIs rated amber largely reflected data availability or early-stage implementation rather than underperformance.

5.2 Specific Discussion focused on curriculum and quality, with Corporation noting ongoing work to strengthen curriculum relevance, employer-led provision and progression pathways. The importance of demonstrating measurable impact for learners and employers, rather than activity alone, was emphasised.

5.3 The Corporation considered key operational enablers within the Annual Operating Plan, including workforce capacity, estates and digital systems, noting their interdependency with delivery of strategic objectives. The importance of clear ownership, realistic phasing and effective risk management was emphasised.

5.4 Corporation challenged employer engagement and partnerships, emphasising the need for clear measures of employer satisfaction and evidence of impact on curriculum delivery, and discussed the importance of embedding equality, diversity and inclusion across the operating plan.

5.5 In considering the Strategic Goals, KPI Dashboard and Annual Operating Plan, Corporation noted that delivery of some priorities, particularly estates and growth capacity, was dependent on planning permission, with progress therefore phased and reflected in performance reporting and risk management.

5.6 Corporation were advised that the planning application was open for public comment and that positive engagement from stakeholders would be important in demonstrating support for the proposals. The importance of encouraging supportive representations via the planning portal was noted, alongside ongoing engagement with statutory consultees and local partners. The link to submit support would be shared with Governors ***(ACTION CD).***

5.7 Overall, the Corporation noted the report and took assurance from the direction of travel, while emphasising the importance of continued scrutiny of amber-rated KPIs, clear narrative around performance trends and regular reporting on progress against the Annual Operating Plan through the appropriate committees.

6. Principal's Report

The report was received.

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7. National Policy Updates

7.1 The report was noted and SEND reform and recent changes to apprenticeship funding flagged.

7.2 Corporation were advised that a SEND consultation launched in late February and would close on 18 May, focused on improving learner inclusion, participation and outcomes. The College was working closely with the County Council and had secured initial additional funding, although further funding would be required. It was noted that the proposals could increase pressure on colleges where learners' needs remain despite potential changes to EHCP eligibility. The consultation was described as significant and long-anticipated, with outcomes unlikely to be known until some time after closure. Further updates would be provided as the position develops.

7.3 Corporation noted that a late change in government policy had withdrawn funding for 16 leadership and management apprenticeship standards, requiring the immediate suspension of some Level 4 and 5 provision. The change was recognised as having an immediate operational and financial impact on learners, staff and employers, with limited alternative delivery options available. The Corporation noted the update and agreed that the impact would continue to be monitored.

8. Curriculum & Quality Committee

8.1 Quality report was received.

8.2 Safeguarding report was received.

8.3 Committee minutes were received.

9. Estates and Infrastructure Committee

9.1 The updated Data Protection Policy was ***APPROVED.***

9.2 Committee minutes were received.

10. Finance and Resources Committee

10.1 The Corporation noted the 6 month financial position in management accounts and reforecast.

10.2 The CTIO gave an update on the implementation of iPlicit which had been successfully launched. Work to fully embed the system would continue.

10.3 Policies for approval

- HE & International Fees Proposal - ***APPROVED***
- Subcontracting Partners and Management Fee Structure (2025/26) – ***APPROVED***
- Supply Chain fees and policy **- *APPROVED***
- Professional Standards Policy - ***APPROVED***

10.4 Due to timing the Committee minutes would be circulated ***(ACTION SG).***

10.5 The Executive Director (People & Culture) presented the in-year Equality, Diversity and Inclusion (EDI) Report. The Corporation noted progress against the College's EDI priorities, including actions underway to promote inclusion, address disparities and strengthen culture across the organisation. Corporation discussed the importance of embedding EDI within everyday practice and monitoring impact. The report was noted.

10.6 The Executive Director (People & Culture) presented the Gender Pay Gap Report. The Corporation noted the current position and the factors contributing to the gender pay gap, including workforce composition and the distribution of roles across the organisation. Corporation discussed the actions in place to address the gap, including recruitment, progression and development initiatives, and the importance of continued monitoring and transparency. The report was noted.

11. Audit Committee

11.1 Th Audit Committee Chair gave an update on recent activity and noted the success of the recent Curriculum Planning audit where there was substantial assurance.

11.2 The Whistleblowing policy capturing changes as a result of the upcoming Hillsborough legislation was ***APPROVED.*** It was noted that It was noted that awareness-raising had taken place with senior leaders and that further training to support implementation was being looked into.

11.3 The Committee Minutes were received.

12. Search, Governance and Remuneration

12.1 The updated Governor Code of Conduct was ***APPROVED*** noting the addition of a section strengthening ethical standards following the enactment of the "Hillsborough" laws.

12.2 Remuneration Statement which outlines the College approach to setting remuneration which would be published on the website was ***APPROVED***.

13. Corporation Business Cycle

13.1 The business cycle was noted.

14. AOB

There was no other business and the meeting was closed.

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Actions

Ref	Action	Owner	Due
2025/2/5.6	Corporation were advised that the planning application was open for public comment and that positive engagement from stakeholders would be important in demonstrating support for the proposals. The importance of encouraging supportive representations via the planning portal was noted, alongside ongoing engagement with statutory consultees and local partners. The link to submit support would be shared with Governors	CD	Done
2025/2/10.4	Due to timing the Committee minutes would be circulated (FRC)	SG	Done