CALDERDALE COLLEGE
CORPORATION BOARD MEETING

Minutes of the Meeting held on 11 December 2025 at 17.00 in the Board meeting room and via MS Teams

Present:

Suzan McGladdery	External Governor & Chair
Carolyn Bowe	Staff Governor
Diane Cothey	External Governor
Suzanne Griffiths	Staff Governor
Safia Kauser	External Governor
Richard Laycock	External Governor
Becky McIntyre	External Governor
Bill Macbeth	External Governor
David Malone	Principal & Chief Executive
Martyn Stone	External Governor & Vice Chair
John-Paul Yates	External Governor & Vice Chair
Toni Bradbury	Student Observer

In Attendance:

Andrew Harrison	Vice Principal – Corporate Services
Karl Veltman	Deputy Principal - Quality, Curriculum Development and Student Experience
Jane Taylor-Holmes	Clerk to the Corporation

Agenda: ***there were no items added to the agenda. Items were considered in the order recorded in the minutes***

Min. Ref.	Minutes	Actions
1	**25/176 - Apologies for absence** Apologies were received from Greg Scully, External Governor, Suzanne Dunkley, External Governor, Naz Mukhtar, External Governor, Jenny Stocks, External Governor, Kai Mitchell, Student Governor, Harrison Rawson, Student Governor and Charlotte Oddy, Student Observer.	
	25/177 – Confirmation of eligibility, quorum and declarations of interest	

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2	No notice had been received of any member becoming ineligible. The meeting was quorate.	
	25/186 Presentation of accounts by Ryan Falls, Cooper Parry	
	• **Annual Financial Statements for the Year Ended 31 July 2025**	
	• **Draft Audit Findings Report**	
3	Governors welcomed Mr R Falls, Cooper Parry to the meeting.	
4	Mr A Harrison, Vice Principal – Corporate Services explained that the Financial Statements for Year Ended 31 July 2025 had been considered by the Joint Audit and Finance & Resources Committee meeting held on 1 December 2025. It was noted that the papers had previously been considered in detail by the Committee and were now presented for Board approval.	
5	Mr R Falls, Cooper Parry presented the Audit Findings report.	
6	Mr Falls referred to section 1 – Executive Summary and section 1.3 and confirmed an unqualified audit opinion, stating that the financial statements present a true and fair view.	
7	No issues were identified in relation to significant risks, revenue recognition, or management override of controls.	
8	Section 2 of the report, referred to the audit scope.	
9	Misstatements: Mr Falls explained that two uncorrected adjustments were identified (totalling £108k), which would have increased the surplus but were immaterial. These related to historic estimates and creditor balances, including the recently concluded funding audit. It was noted that, as part of the public sector, the College followed Managing Public Money guidance.	
10	No irregular expenditure was identified.	
11	Financial health remained strong, and there were no concerns regarding going concern, subject to final ESFA (DfE) funding confirmation (expected 16 December).	
12	One priority recommendation was raised in relation to going concern; that management should consider sensitivity analysis on future pupil numbers and potential financial impact. This recommendation had been accepted.	

Min. Ref.	Minutes	Actions
13	Mr Falls referred to Appendix 1 and the standard letter of Regularity.	
14	Board members expressed satisfaction with the outcome and commended the auditors for a clear and thorough presentation.	
15	Appreciation was recorded for the Finance Team's professionalism and responsiveness during the audit process, particularly given the challenges of transitioning to new auditors. It was noted that the final accounts were consistent with the management accounts shared throughout the year, differing by only £3,000.	
16	The Board acknowledged the dynamic financial environment for FE institutions and reiterated the importance of robust financial governance.	
	25/178 – Minutes of previous meetings	
17	Subject to the amendment to the attendance list and the numbering of paragraphs, the minutes were approved.	
18	**Resolved:** The minutes of the meeting held on 23 October 2025 were approved as a true and accurate record.	
	25/179 – Matters arising	
19	Governors noted the updates recorded against the matters arising. In relation to the action arising from agenda item 25/169, Mr D Malone, Principal and Chief Executive explained that this had been deferred to April 2026. The action arising from agenda item 24/168 would be considered as part of the Place working group and would be removed from the matters arising list.	
20	Other actions were complete, on the agenda or for completion at a later date.	
	25/180 – Chief Executive's report	
21	Mr Malone presented the report providing an update on key issues. Mr Malone referred to the Staff email bulletins which were received by Governors.	
22	In addition to the content of the paper, updates were provided as follows;	

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23	Ofsted Readiness – Mr Malone explained that The College anticipated inspection under the new Ofsted framework in the near future. As had previously been presented to Governors, the new Ofsted Framework introduced significantly different criteria and higher expectations compared to previous inspections.	
24	Mr Malone confirmed that staff had undergone extensive retraining led by the Quality Team to ensure preparedness.	
25	Governors noted the importance of supporting staff during this period and commended the proactive approach taken.	
26	Capital Projects – Mr Harrison explained that planning permission for the FA Foundation 3G pitches had been secured, but progress had been delayed due to pre-planning conditions and third-party approvals.	
27	Construction was expected to commence by late January/early February, with completion targeted for May. Mr Harrison explained that it had been hoped to undertake the work to avoid disruption to curriculum delivery however, the delays had meant that there would be some disruption which was unfortunate.	
28	Feasibility work continued on additional projects, including completion of Mill Studios (where around 40% of the space remained unused), addressing workshop space shortages, and improving social spaces.	
29	Mr Malone outlined developments in national policy areas, including the Skills White Paper, curriculum assessment review, and apprenticeship reforms.	
30	Governors queried the implications of the Post-16 skills strategy and were assured that the College was well-positioned to respond to policy and participate in national and regional discussions.	
31	The Board noted concerns regarding resource requirements to deliver new initiatives and agreed the importance of collaborative engagement with funding bodies and local authorities.	
32	Mr Malone referred to the decision of the October Board to delegate authority to the Finance and Resources Committee to approve an offer in relation to pay award. Mr Malone confirmed that the 4% pay award, backdated to August 2025, had been	

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	accepted by all unions and payment was scheduled for January 2025.	
33	UCU had requested continued review of workload and delivery hours; and Mr Malone confirmed this was ongoing and supported by investment in digital technologies.	
34	Apprenticeships; Recruitment was ahead of target, with numbers already exceeding January projections.	
35	Governors discussed the potential impact of reforms to the apprenticeship levy and removal of the current externally assessed End Point Assessment (EPA), noting employer concerns about maintaining assessment rigor. The mechanism to replace EPA was yet to be confirmed.	
36	The Board acknowledged the need to monitor the effect of increased minimum wage on SME engagement.	
37	Youth Guarantee; Mr Malone referred to the recent Government commitment to the Youth Guarantee. Mr Malone and the Board welcomed the initiative (to support the reduction in NEET (not in education, employment or training) young people but highlighted challenges in meeting demand for preferred courses due to space and staffing constraints.	
38	Governors agreed that strategic planning should address capacity issues to ensure the College was able to fulfil its commitment.	
39	Substantive Item – Strategic Plan Mr Malone explained that the current strategic plan was nearing completion, with significant achievements noted, including growth, investment, and national recognition for digital innovation.	
40	Mr Malone outlined proposals for developing the next plan, including a launch event on Wednesday 18 March 2026 to be held at the College.	
41	Mr Malone commented that early thinking was the morning session would involve Governors and external stakeholders (West Yorkshire Combined Authority (WYCA), Council, funders, employers) to align College priorities with regional needs; the afternoon would focus on internal operational planning with all staff.	

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42	Linkage to Calderdale Vision 2034 and its five pillars was recommended.	
43	Mr B Macbeth, External Governor, referred to his recent meeting as Chair of the Engineering and Manufacturing Employer Advisory Board and commented on the specific challenges of this sector. Mr Malone agreed to consider the session on 18 March and how this could provide an emphasis on sector-specific challenges. In Engineering and Manufacturing, Mr Macbeth referred to the significant skills shortages anticipated in 5-10 years and how the College might be placed to support the sector.	**Action: Mr Malone December 2025**
44	The need to articulate challenges and influence policy makers and funders was stressed.	
45	Mr Malone confirmed engagement with DWP, WYCA, DfE, and local authority representatives to secure their participation, with invitations to all stakeholders, including Governors issued promptly.	**Action: Mr Malone December 2025**
46	Governors expressed strong support for an inclusive, outward-facing approach to strategic planning.	
47	The Board agreed that the new plan must reflect the complex funding landscape and position the College as a key partner in addressing regional skills gaps.	
48	**Resolved:** Governors noted the report Principal's report and endorsed the proposed approach to developing the new strategic plan.	
	25/181 – Operational Delivery of the Strategic Plan	
49	Mr Malone provided an update on progress of operational delivery of the Strategic Plan and associated actions for 2025–26, noting that these had been reviewed since the last meeting.	
50	Mr Malone confirmed that the majority of actions were on track or had commenced, and the College was confident that all targets set by the Board for the current year would be met.	
51	Mr Malone referred to the earlier update in relation to the FA pitches and the action—expanding community use of sporting facilities. Mr Malone explained that this task had been rated as red as the project had been delayed due to external factors relating to planning permissions. It was noted that this was outside the College's control.	

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52	Other initiatives and tasked were progressing well, reflecting strong alignment with strategic objectives and the plan to deliver the strategic plan.	
53	Governors acknowledged the update and expressed satisfaction with the overall progress.	
54	No additional concerns were raised; the Board acknowledged that the delays on the community facilities action were outside of the College control.	
55	**Resolved:** Governors noted the report and confirmed its continued support for the operational delivery of the strategic plan noting the next reporting cycle would allow for an update to be provided to the April Board meeting.	
	25/182 – Student Governor update	
56	The Board received direct feedback from student Governors regarding their experiences of teaching and learning at the College.	
57	Ms T Bradbury, Student Observer provided feedback on her experience of teaching and learning within the College.	
58	Teaching Consistency; Ms Bradbury highlighted challenges arising from having multiple tutors delivering different units simultaneously, noting variations in teaching styles and assessment expectations (e.g., referencing formats). Inconsistencies in the use of Microsoft Teams were also mentioned, with some tutors using Turnitin links and others using the assignments list.	
59	Tutor Workload and Absence; Ms Bradbury expressed concern about tutor workload, citing an example where a tutor had gone on sick leave due to workload pressures. This had resulted in a reduction from three tutors to one, with occasional reliance on substitute cover. Ms Bradbury commented that on one occasion, no substitute was available, leaving students without tutor support.	
60	Despite the challenges mentioned, Ms Bradbury praised tutors for being supportive and approachable, offering one-to-one help when needed.	
61	Mr Malone acknowledged the feedback and explained the sector-wide shift towards subject-specialist delivery, which increased	

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	the number of tutors per programme and supported more specialist teaching but could lead to inconsistency in practice.	
62	Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience explained that the issue of standardising submission processes would be referred to the Quality Team for review.	**Action: Mr Veltman December 2025**
63	Governors noted the importance of monitoring staff workload and maintaining continuity of teaching, particularly during periods of absence.	
64	The Chair thanked Ms Bradbury for her honesty and emphasised the value of student voice in informing continuous improvement.	
65	**Resolved:** Governors received the Student Governor update and endorsed the commitment to address the issues raised through internal quality processes.	
	25/183 – Staff Governor update	
66	Staff Governors were invited to provide their experiences of the staff appraisal process.	
67	Mrs S Griffiths and Ms C Bowe provided feedback on the College's appraisal process, noting that the current system was significantly improved compared to previous paper-based arrangements and was now more collaborative and developmental.	
68	<u>Positive Aspects of the Current Process</u> Appraisals were now a two-way dialogue, enabling staff to bring forward ideas for personal development and curriculum innovation.	
69	The process supported reflection, goal setting, and recognition of achievements, which staff value.	
70	Staff welcomed the opportunity to discuss training needs and career aspirations, and to receive constructive feedback from curriculum leads.	
71	<u>Areas for Improvement</u> While the framework was structured, consistency of experience across departments was unknown. Feedback from colleagues suggested variations in delivery and follow-up.	

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72	Mid-year reviews, intended to check progress, were not always implemented due to capacity constraints. Mr Malone confirmed recruitment of Assistant Curriculum Leads to alleviate workload and enable more regular reviews. Recruitment was also underway for an Vice Principal - Adults, Apprentices and Higher Education.	
73	Concerns were raised about whether individual appraisals connected effectively to wider organisational goals and how aggregated insights influenced corporate development.	
74	Governors and senior leaders acknowledged the need to strengthen links between individual objectives, the College Self-Assessment process and overall College priorities, to provide training for managers on coaching, mentoring, and setting actionable objectives and to explore mechanisms for aggregating appraisal outcomes to inform strategic planning and demonstrate impact.	
75	Other development opportunities were acknowledged including using appraisal data to identify common training needs and shape the College's development strategy.	
76	Governors emphasised the importance of staff voice and welcomed the candid feedback.	
77	It was agreed that the appraisal process was evolving positively but required further refinement to ensure consistency and maximise organisational benefit.	
78	It was agreed that Mr Malone would review the process and the feedback received with senior leaders and the Head of HR to review these points and seek to improve the process.	**Action: Senior Team / Head of HR 2025/26**
79	Governors thanked Mrs Griffiths and Ms Bowe for their feedback.	
80	**Resolved:** The Board noted the feedback and endorsed the proposed actions to enhance consistency, strengthen links to strategic objectives, and improve the quality and impact of appraisals.	
	25/184 – College Self-Assessment Report	
81	Mr Veltman presented the College Self-Assessment Report (SAR) 2024-25.	
82	Mr Veltman explained that the report had now been validated and described the process which had been undertaken to draft	

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	the report; that all curriculum areas had produced a position statement into the faculty area self-assessment reports which were validated then into the whole College SAR for final validation. Judgements were challenged and there were open and frank discussion of the judgements. The process had also been completed by the business areas.	
83	It was noted that this had been shared with the Curriculum, Quality and Standards Committee with the College self-assessing as Strong Standard in most areas using Ofsted-aligned terminology adopted.	
84	Feedback would form the basis for the Quality Improvement Plan (QIP), which was a document which would be updated regularly and would be shared at the Curriculum, Quality and Standards Committee.	
85	**Resolved:** Governors received and approved the Self-Assessment Report.	
	CQS/25/185 – Curriculum, Quality & Standards Committee	
86	Ms S Kauser, External Governor and Chair of the Curriculum, Quality & Standards Committee, provided feedback from the meeting on 27 November 2025. Draft minutes were included in the electronic pack of papers and on GovernorHub.	
87	For onward presentation to the Board: • Self-Assessment Report (agenda item 25/184) • Safeguarding and EDI Annual Reports (agenda items 25/191 & 25/192) • Single Equality Policy and Transition Statement (for approval) (agenda item 25/192) • Committee Terms of Reference (for approval)	
88	Performance & Quality - Recruitment growth: 16–18 up 7.5%, HE up by 24 students; Adult Skills Fund delivery at 125% of profile. Admissions Strategy - Rising applications from outside Calderdale may require geographic prioritisation; a Board discussion would be planned if needed.	**Action: Board TBC**
89	Attendance improvements: +5% Study Programmes, +14% English/Maths year-on-year.	
90	Retention higher across most areas; early intervention strategies effective.	

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91	Teaching, Learning & Assessment - 153 classroom visits completed (vs. 168 full year last year), generating coaching conversations.	
92	CPD offer broadened and targeted; Middle Leaders Programme launching January 2026.	
93	Safeguarding - Strong arrangements confirmed: CPOMS use, advanced practitioners, RAP panel, daily triage, compliant Single Central Record.	
94	Safeguarding Technology - Need for enhanced monitoring software (Smoothwall) to address risks to students using their own devices within the College to access extremist content and self-harm indicators.	
95	Positive student feedback on feeling safe, proactive early intervention policy in place to support students.	
96	EDI - Silver Award achieved from National Centre for Diversity; FREDIE values embedded.	
97	HE & Access and Participation Plan - NSS results significantly above national benchmarks (+3.3 to +9.7 points); Open University review completed successfully.	
98	Risk Management - Risks reviewed; no changes proposed. Key risks noted: Ofsted framework consistency and capacity constraints for first-choice courses. Capacity Constraints - Workshop space limiting ability to meet demand; feasibility studies linked to estates master planning underway.	
99	Inclusion Reporting - Development of dashboards and broader data sets essential to meet Ofsted expectations; Board to monitor progress.	
100	**Resolved:** Governors received the report from the Curriculum, Quality & Standards Committee including the Access and Participation plan.	
101	**Resolved:** Governors approved the Curriculum, Quality & Standards Committee Terms of Reference noting the minor change and the removal of the reference to the College Action Plan.	
	25/188 - Financial Statements for the Year Ended 31 July 2025	

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102	Mr Harrison confirmed that the College had out-turned broadly as expected, reporting an operating surplus of £720,000, compared with the provisional July management accounts surplus of £717,000. Income totalled £30.8m against expenditure of £29.9m, reflecting a year-on-year increase in income of approximately £3m alongside associated cost growth.	
103	Key points highlighted included: Balance Sheet: Fixed assets increased by £1.2m due to capital investment. Cash reduced from £6.9m to £5.2m, remaining within comfortable levels. Reserves rose from £12m to £12.7m.	
104	Cash Flow: Operating cash inflow of £1.967m, offset by £3.2m capital investment and £420k debt servicing, explaining the reduction in cash holdings.	
105	Pension Fund: The West Yorkshire Pension Fund reported a notional asset of £12.2m. In line with sector practice, this was shown at nil value as it could not be separately identified.	
107	**Resolved**: the Board; 1. Approved the Financial Statements for the year ending 31 July 2025. 2. Approved the Financial Statements' Auditors Management Letter, Audit Findings and Letter of Findings and Letter of Representation and Letter of Regularity Assurance Engagement. 3. Approved that Mrs S McGladdery and Mr A Malone would sign off the final annual Financial Statements (with the ability to sign electronically)	
	25/186 – Joint Finance & Resources and Audit Committee	
108	Mr Martyn Stone, External Governor and Chair of the Audit Committee provided a verbal update following the meeting on 1 December 2025. It was noted that the draft minutes had been provided in the electronic pack for information.	
109	Governors received and reviewed the Audit Code of Practice Regularity Self-Assessment Questionnaire (RASQ) 2024/25	
110	Items recommended to the Board for approval; • The Financial Statements for the year-ended 31 July 2025 • The Audit Findings for the year-ended 31 July 2025 • The completed Audit Code of Practice Self-Assessment Regularity questionnaire	
111	**Resolved:** Governors approved the Audit Code of Practice Regularity Self-Assessment Questionnaire (RASQ) 2024/25.	

Min. Ref.	Minutes	Actions
112	**Resolved:** Governors approved the Audit Committee Annual Report 2024/25.	
113	**Resolved:** Governors approved the Audit Committee Terms of Reference noting the minor changes in relation to the removal of reference to ESFA and the Post-16 Audit Code of Practice.	
	25/187 – Finance & Resources Committee	
114	Mr J Yates, Chair of the Finance & Resources Committee provided verbal feedback from the meeting held on 1 December 2025. It was noted that the draft minutes had been provided in the electronic pack for information.	
115	Key Assurance Financial Health: Management Accounts to October 2025 show an operating surplus of £297k, ahead of budget, with a forecast year-end surplus of £756k. College remains on track for a 'Good' financial health rating.	
116	Data Protection: Annual report confirmed 17 data requests and no breaches in 2024/25. Significant improvement noted; College supported by external specialists.	
117	Risk Management: Committee reviewed 13 risks overseen by the Committee. No changes proposed. One high red risk remains (staff recruitment/retention), but appointment of a curriculum area leader for electrical, plumbing and motor vehicle and engineering reported as positive progress.	
118	**<u>Key Alerts</u>** IT Costs: Significant increase in annual costs for VMware (from £5k to £85k). Tendering for alternative solutions underway to mitigate financial risk.	
119	Staffing Risk: Recruitment challenges remain a critical risk despite recent appointment. Link between sickness absence and agency spend under review.	
120	Sector Context: National industrial action risk noted (43 colleges balloted; two local colleges voted to strike). Importance of concluding pay negotiations promptly highlighted. As previously reported, the Committee had approved a pay award offer to Unions.	

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121 122	Funding Pressure: Static adult funding and uncertainty over future uplifts flagged as ongoing concern. AoC national campaign for adult funding uplift noted. **Resolved:** Governors received the report from the Finance & Resources Committee.	
123	**Resolved:** Governors approved the Finance & Resources Committee Terms of Reference noting that no changes were recommended by the Committee.	
 124	**Management Accounts (P3 October 2025)** Mr Harrison referred to the Going Concern statement and the requirement to confirm that the College would continue as a going concern for 12 months after the signing of the Accounts. It was noted that the Management Accounts do this and can demonstrate this to the Auditors.	
125	Mr Harrison confirmed that, as mentioned by Mr Malone, the staff pay award had been approved and was due to be paid in January 2026.	
126	**Governor Dashboard** Mr Harrison referred to the Governor Dashboard. DfE letter confirmed College's financial health as 'Good' for current and forecast years. Dashboard analysis supports liquidity, improving borrowing position, and modest EBITDA surpluses.	
127 128	**Resolved:** Governors received the Management Accounts for October 2025. **Resolved:** Governors received the Governor Dashboard	
129	**Resolved:** Governors approved the Finance and Resources Committee Terms of Reference	
130	**Resolved:** Governors approved the following Policies; • Staff Disciplinary Policy • Staff Grievance Policy • Staff Pay Framework Policy	
  131	**25/189 – Senior Staff Employment Committee** On behalf of Mrs S Dunkley, External Governor and Chair of the Senior Staff Employment Committee, Mrs J Taylor-Holmes, Clerk to the Corporation presented the Annual Remuneration Report 2024/25.	

Min. Ref.	Minutes	Actions
132	It was noted that the report complied with the requirements of the Association of Colleges Code of Good Governance. The Senior Staff Employment Committee recommended the Annual Remuneration Report and the Terms of Reference for approval (noting no further changes following the update agreed in July 2025).	
133	**Resolved:** Governors approved the Senior Staff Employment Committee Annual Remuneration Report including the Committee Terms of Reference.	
	25/190 – Health & Safety	
134	Mr Harrison provided the Health and Safety update. Key points included:	
135	Progress and Culture; The College continued to work with WorkNest consultants and had made significant progress in embedding a positive health and safety culture, though further work remains. Emphasis had shifted from health and safety being seen as the sole responsibility of designated staff to being a shared responsibility across all staff.	
136	Workshops and Risk Awareness; Governors noted previous concerns regarding workshop safety. Mr Harrison confirmed that substantial work had been undertaken to improve risk awareness among staff operating in these environments.	
137	The College historic maintenance of strong compliance (including 26 years of ROSPA awards for documentation and risk assessments) was noted.	
138	Work Experience and Industry Placements; Mr Malone highlighted the additional health and safety pressures arising from mandatory work experience and industry placements, which required extensive external risk assessments. It was noted that staffing capacity had been increased to support these processes, reducing the burden on teaching staff and improving compliance.	
139	Mr Stone asked when the WorkNest report would be available? Mr Harrison confirmed that a draft report was expected in February and would be presented to the Audit Committee in March.	
140	Governors commended the progress made and acknowledged the challenges of managing health and safety both on-site and externally in relation to work experience and placements.	

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141	**Resolved:** Governors received the Health and Safety update.	
	25/191 – Safeguarding Update	
142	Mr Veltman provided an overview of annual report for information, it was noted that this had been presented to the Curriculum, Quality and Standards Committee.	
143	The annual report was thoroughly reviewed and confirmed compliance with statutory requirements.	
144	Mr Veltman referred to the review of platforms used to monitor student devices (smoothwall), which had also been flagged in the local authority safeguarding report. It was noted that three recommendations had been made as part of the local Authority safeguarding report which would be added to the QIP. The external report would be presented to the next Curriculum, Quality and Standards Committee meeting.	**Action: Mr Veltman / Curriculum, Quality & Standards Committee March 2026**
145	**Resolved:** Governors received the Safeguarding Annual Report 2024/25.	
	Safeguarding and Child Protection (inc. Prevent) Policy	
146	Mr Veltman confirmed that minor amendments to Keeping Children Safe in Education guidance for the current year had been incorporated into the policy; these were noted by Governors.	
147	**Resolved:** Governors approved the Safeguarding and Child Protection (inc. Prevent) Policy.	
	25/192 – Equality & Diversity update	
148	The Board received the annual Equality, Diversity and Inclusion (EDI) report, which included findings from the National Centre for Diversity review. The College achieved Silver Accreditation, reflecting strong progress in embedding equality and diversity principles.	
150	The report identified areas for development, which would inform ongoing work towards achieving Gold Accreditation.	
151	Data gathered through staff surveys and external review provided valuable insights into perceptions and awareness, highlighting the need for continued engagement and communication.	

Min. Ref.	Minutes	Actions
152 153 154 155 156 157 158 159	The College was recently ranked 70th nationally for its work on equality and diversity, as reported by the National Centre for Diversity. Governors queried the context of the national ranking; clarification would be provided at the next meeting. Mr Malone emphasised the significance of adopting the FREDIE values (Fairness, Respect, Equality, Diversity, Inclusion, Engagement) as a benchmarked framework rather than creating standalone college values. This approach ensured external validation and integration across policies, practices, and culture. Governors commended the rapid progress from Bronze to Silver accreditation and acknowledged the robust external scrutiny involved in the process. It was noted that the EDI framework would play a key role in shaping the forthcoming strategic plan. **Resolved:** Governors received the Equality & Diversity Annual Report. ● **Single Equality Scheme** The Single Equality Scheme was presented for approval. The updated framework incorporated minor amendments and served as a transitional structure aligned with recommendations from the external review. **Resolved:** Governors approved the Single Equality Scheme.	 **Action: Mr Veltman April 2026**
  160 161	**25/193 – Chair's report & Feedback from Governors** Governors received the Chair's Report detailing activity undertaken since October 2025. Mrs McGladdery provided an overview of recent activity, acknowledging the significant contribution of staff and governors during a particularly demanding period. Governors were thanked for their active engagement as ambassadors for the College and for their involvement in external networks, which strengthened the College's influence and positioning as a provider of choice for learners and employers.	

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162	Mrs McGladdery emphasised the dynamic and fast-moving external environment, requiring continued responsiveness and collaboration.	
163	Governors' participation in Employer Advisory Board meetings was highlighted as a critical element in shaping the College's strategic response to local and regional skills needs.	
164	Mr Macbeth and Mr Yates reported on discussions at recent Employer Advisory Board meetings.	
165	Mr Macbeth provided a note on the first meeting of the Engineering and Manufacturing Employer Advisory Group (hard copies circulated and posted on Governor Hub). Mr Macbeth provided an update on key themes raised as part of the meeting.	
166	Employers expressed serious concern about an impending skills shortage, with predictions that up to 50% of the skilled workforce could retire within 5–10 years, creating a major risk to sector competitiveness.	
167	Employers also reported challenges in recruiting work-ready entrants, citing gaps in basic practical skills, timekeeping, and personal hygiene.	
168	Employers highlighted limited capacity to train new entrants internally, given lean operating models and increasing demands from initiatives such as T Levels, apprenticeships, and industry placements.	
169	A number of priority actions emerging from the meeting were discussed including; • To develop a business case demonstrating the economic importance of manufacturing • To quantify future skills demand; as part of this to collate and share market intelligence collaboratively to inform curriculum planning (including the sharing of reports from Peter Glover) • To build on examples of good practice, including programmes to improve work readiness. • To address barriers such as company capacity and funding for skills development including to explore opportunities to engage retired skilled workers in training delivery to support capacity.	
170	Mr Yates provided feedback from the Business and Professional Services Employer Advisory Group and commented that themes	

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	raised echoed similar concerns around employability skills, including punctuality, motivation, and basic life skills.	
171	Governors discussed the issues and considered that many issues often originate early in education and require a coordinated approach across local authorities, health boards, and funding bodies.	**Action: Mr Malone When available**
172	Mr Malone confirmed that new Labour Market Intelligence (LMI) data was being commissioned to support curriculum planning, including a dedicated section on engineering and manufacturing. This would be shared in due course.	
173	Governors stressed the importance of using evidence from these meetings to influence funders and policymakers.	
174	The Board agreed that improving work readiness and employability skills remained a strategic priority and Mr Malone confirmed that these many of the skills mentioned, such as personal hygiene were included within the tutorial programme.	**Action: Board 2025/26**
175	Mrs McGladdery commented that feedback had been received from the Governor one to one process about how Governors engage in areas of strategic focus such as digital, Maths and English, Health and Safety and attendance; it was agreed that this would be considered further.	
176	**Resolved:** Governors received the Chair's report and endorsed the continued governor involvement in Employer Advisory Boards as a key mechanism for shaping strategic responses to local skills challenges.	
	25/194 Risk Management	
177	Mr Harrison provided an update on the College's current risk register and the management process.	
178	Mr Harrison referred to the two new risks reported to the October Board meeting; Failure of Ofsted to implement their new framework consistently and fairly leading an unfavourable judgment of the College and Failure to deliver the FA Foundation two 3G pitches project on-time and in budget with minimum disruption to curriculum and commercial sports delivery	
179	Continuing Red Risk: The single red-rated risk remained failure to recruit and retain staff, which continued to receive focused attention.	

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180 181 182	It was noted that the risk register had been discussed by the Finance and Resources Committee and the Curriculum, Quality and Standards Committee with no amendments recommended. No further amendments were proposed. **Resolved**: Governors received the Risk Management update and approved the Risk Register.	
  183	**25/196– Dates of future meetings** • Governor Development Day – Thursday 5 February 2026, 9.30am-2.00pm – in person • Search & Governance Committee – Thursday 5 February 2026, 2.15pm – in person • Curriculum, Quality & Standards Committee – Thursday 12 March 2026, 5pm – in person & MS Teams • Finance & Resources Committee – Thursday 19 March 2026, 5pm – MS Teams only • Audit Committee – Thursday 26 March 2026, 5pm – MS Teams only • Corporation Board – Thursday 23 April 2026, 5.00pm – in person & MS Teams	

Approved as a true and accurate record at the Corporation meeting held on 23 April 2026