CALDERDALE COLLEGE
CORPORATION BOARD MEETING

Minutes of the Meeting held on 23 April 2026
at 17.00 in the Board meeting room and via MS Teams

Present:

Suzan McGladdery	External Governor & Chair
Hilary Barber	External Governor (appointed 26/102)
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
Naz Mukhtar	External Governor
Greg Scully	External Governor
Jenny Stocks	External Governor
Martyn Stone	External Governor & Vice Chair
John-Paul Yates	External Governor & Vice Chair
Kai Mitchell	Student Governor

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.***

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1	**26/101 - Apologies for absence** Apologies were received from Harrison Rawson, Student Governor, Toni Bradbury, Student Observer, and Charlotte Oddy, Student Observer.	
2	**26/102 – Appointment of External Governor** Mr Barber was not present for this agenda item.	

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3	Mrs S McGladdery, External Governor and Chair confirmed that the Search and Governance Committee recommended the appointment of The Revd Canon Hilary Barber, Vicar of Halifax Minster for an initial term of 4 years.	
4	**Resolved:** Governors approved the appointment of The Revd Canon Hilary Barber as External Governor for a period of four years from 23 April 2026.	
5	Governors welcomed Mr Barber and introductions were made.	
	26/103 – Confirmation of eligibility, quorum and declarations of interest	
6	No notice had been received of any member becoming ineligible. The meeting was quorate.	
	Register of Interests	
7	The Register of Interests was reviewed and approved. It was agreed that any future changes and amendments would be submitted to Mrs J Taylor-Holmes, Clerk to the Corporation.	
	26/104 – Minutes of previous meetings	
8	**Resolved:** The minutes of the meeting held on 11 December 2025 were approved as a true and accurate record.	
9	**Resolved:** The minutes of the meeting held on 11 December 2025 (part 2) were approved as a true and accurate record by the External Governors.	
	26/105 – Matters arising	
10	Governors noted the updates recorded against the matters arising. In relation to the action arising from agenda item 25/180, Mr D Malone, Principal and Chief Executive provided a verbal update as follows;	
11	The first draft of the Local Skills Improvement Plan had been received from the Chamber. Initial review indicated strong alignment with the College's provision, particularly in priority sectors such as engineering, manufacturing, construction, digital, health and finance.	
12	It was noted that further education and workforce development were appropriately highlighted within the LSIP. The College would use the LSIP to inform its Accountability Statement and to	

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	shape the focus of Employer Advisory Boards, ensuring alignment with local business needs.	
13	In relation to the action arising from agenda item 25/182 (Student Governor update), Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience explained that, at the previous meeting, there had been a query regarding inconsistencies in assignment submission methods. Mr Veltman explained that the Quality Team had undertaken a review. No concerns had been identified in relation to assessment standards or quality assurance processes. Minor staffing issues had been addressed, with experienced staff providing stability and work was ongoing to standardise submission methods via the Virtual Learning Environment (VLE), including improvements to the use of Microsoft Teams and Turnitin software. The importance of consistent expectations across tutors was acknowledged.	
14	In relation to the action arising from agenda item 25/183 (Staff Governor update), Mr Malone explained that feedback regarding the appraisal process has been referred to the 6P Working Group for consideration.	
15	In response to the query raised about the College ranking by the National Centre for Diversity; The College's ranking of 70th out of 300 organisations in the National Centre for Diversity accreditation was confirmed, reinforcing the positive progress made.	
16	The Board was assured that Labour Market Intelligence (LMI) was embedded within curriculum planning processes.	
17	Expert input was provided by West Yorkshire Combined Authority to inform sector priorities and local skills needs, curriculum managers were expected to evidence LMI in their planning presentations and additional developments, including an interactive platform mapping infrastructure projects and associated skills needs, were noted as enhancing future planning capability.	
18	Mr Malone explained that the College was not eligible for the most recent round of Technical Excellence College funding due to regional criteria. However, the College was actively working with successful institutions to participate as a "spoke" within the hub-and-spoke model, which may generate future revenue and capital opportunities.	

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19	Other actions were complete, on the agenda or for completion at a later date.	
	26/106 – Chief Executive's Strategic update	
20	Mr Malone presented the report providing an update on key issues. Mr Malone referred to the Staff email bulletins which were received by Governors.	
21	In addition to the content of the paper, updates were provided as follows;	
22	Staffing and Leadership Capacity; Mr Malone referred to the report and confirmed several senior appointments to strengthen leadership capacity, including the appointment of a Vice Principal for Apprenticeships, Adult and Higher Education, and a Head of Digital, Creative and Enterprise. Recruitment to a new Head of Inclusion role remained ongoing, reflecting the College's commitment to strengthening inclusive provision.	
23	National Education Reform; Mr Malone provided a detailed update on the ongoing curriculum review, emphasising that the College was entering a period of significant national reform which would require fundamental reconsideration of the curriculum offer to ensure long-term sustainability and competitiveness.	
24	The Board was advised that the introduction of Level 3 "V Levels", which are expected to replace many existing BTEC-style vocational qualifications, represents a major structural change to the post-16 landscape. These qualifications are designed to be smaller in size (equivalent to one A Level) and will enable learners to combine vocational and academic study in a more flexible way.	
25	However, it was highlighted that the implementation timeline was uncertain and challenging and the College was required to develop and submit a strategic transition plan which stated the College intention in response to the changes in advance of full guidance being available. This reinforced the need for the College to adopt an agile and responsive approach to curriculum planning.	
26	In light of the reforms, Mr Malone informed the Board that the College was actively exploring the potential introduction of a limited A-Level offer, something not currently delivered within the College. This consideration was being driven by several strategic factors including;	

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	• the changing competitive landscape with V Levels aligning in size with A Levels, sixth-form providers were likely to offer blended programmes (e.g. A Levels combined with V Levels). This created a competitive risk for the College, particularly for students who wish to retain flexibility in their study programmes. • student Choice and Recruitment; the College recognised that many learners at age 16 are not fully decided on a vocational pathway. A combined academic and technical offer may therefore be more attractive and help prevent the loss of learners to other providers. • Curriculum Completeness: Introducing selected A Levels would enable the College to create hybrid study programmes, combining V Levels with complementary academic subjects, thereby broadening progression routes to both higher education and employment	
27	Governors were advised that any expansion into A Levels would be highly targeted and strategic, rather than a wholesale shift in the College's identity. The intention would be to offer a limited suite of A Levels aligned to existing vocational strengths Develop coherent pathways, for example; Health-related A Levels alongside health V Levels, Science A Levels supporting technical and progression routes and Digital or business-related combinations where appropriate	
28	This would allow the creation of integrated study programmes, enabling learners to pursue mixed academic and vocational routes while maintaining the College's core technical focus.	
29	Mr Malone highlighted several constraints which would inform decision-making including;	
30	Staffing Capacity; The ability to recruit suitably qualified A-Level teaching staff remains a critical consideration, particularly in specialist areas such as engineering. It was noted that curriculum expansion must align with realistic workforce availability.	
31	Maintaining Technical Identity; The College's strong reputation and growth have been built on its technical and vocational specialism. Any move into A Levels will therefore be carefully balanced to ensure this identity is not diluted.	
32	Financial and Resource Implications; Introducing A Levels would have implications for: • Staffing contracts and delivery models • Timetabling and infrastructure	

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	• Potential need for additional academic support provision	
33	Governors noted that ongoing reforms across Level 2, Level 3, apprenticeships, and English and maths qualifications created a high degree of uncertainty. The Board was advised that no funding line remained unaffected, reinforcing the need for cautious but forward-looking planning.	
34	Governors emphasised that the current reforms represented a fundamental systemic shift, significantly greater than previous changes such as the introduction of T Levels.	
35	It was suggested that a key outcome of the next Strategic Plan should be achieving a stable and clearly defined curriculum model by 2029, providing certainty for learners, staff, and stakeholders and requiring careful alignment of national policy changes, local labour market needs, and institutional strengths.	
36	Governors highlighted the importance of ensuring curriculum development continued to be driven by employer needs, particularly in sectors such as manufacturing, where skills shortages are expected to intensify.	
37	Governors noted the level of risk associated with rapid policy change, particularly the potential for disruption to recruitment, delivery, and student progression.	
38	It was widely agreed that the College must remain both ambitious and pragmatic, balancing opportunity with careful risk management.	
39	Governors supported further exploration of a targeted A-Level offer, integrated with vocational pathways, and emphasised the importance of continuing this discussion through the Strategic Planning process and upcoming Governor Development session.	**Action: Mr Malone / Governors May 2026**
40	It was further noted that, apprenticeship policy changes would reduce funding for higher-level leadership programmes while increasing focus on entry-level provision, including the reintroduction of a Level 2 Business Administration apprenticeship.	
41	Mr Malone provided an update on the development of the next Strategic Plan including a successful all-staff conference which identified key priorities such as learner success, inclusive practice, employer engagement, and improved learning environments.	

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42	Mr Malone invited Governors to consider key strategic questions relating to future priorities, risks, and how progress should be monitored, ahead of further discussion at the Governor Development Day.	
43	Performance and Outcomes; The Board noted positive performance trends: • Retention improved by approximately 2% year-on-year. • Attendance had shown improvement, although English and maths remain areas of focus. • Predicted achievement rates continue to improve across all provision types, including apprenticeships, which were forecast at around 70%.	
44	External Partnerships and Regional Context; Mr Malone reported on engagement with the West Yorkshire Mayor, highlighting the importance of further education in delivering regional skills priorities. Opportunities for increased capital investment and employer engagement, particularly in relation to industry placements, were identified.	
45	Football Foundation Capital Project; Mr A Harrison, Vice Principal – Corporate Services provided an update on the Football Foundation (FF) capital project relating to the development of new 3G sports pitch facilities.	
46	It was reported that construction activity was progressing at pace, with elements of the project already completed and the overall scheme scheduled for completion by July. Once finished, the facility was expected to provide a high-quality sports and community asset, with significant benefit for both College students and the wider local community. It was noted that a tour of the pitches was planned as part of the Governor Development Day.	
47	Governors noted the strong level of anticipated community engagement, including early enquiries from external organisations regarding access. It was further highlighted that the project supported wider participation objectives, including a requirement for a proportion of use by women and girls.	
48	A key area of concern discussed was the emerging dispute with the Football Foundation regarding project funding.	
49	Mr Harrison explained that the original grant approval was based on a total project cost of approximately £1.66m, with a fixed College contribution. Subsequently, the Football	

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	Foundation revised its assessment of the project cost to approximately £1.86m, creating a £200,000 funding shortfall.	
50	The FF had indicated that the College should meet this additional cost, which the College had formally challenged. Mr Harrison expressed concern that the revised position appeared inconsistent with earlier assurances and that the discrepancy may reflect errors in initial cost assumptions. The College was currently preparing a formal response and continued to contest the expectation that it should absorb the additional cost. Governors recognised that this presented a financial risk to the College, particularly given wider pressures on capital funding and competing investment priorities.	
51	In addition to the funding dispute, concerns were raised regarding delays in grant payments. Mr Harrison explained that a claim of approximately £516,000 had been submitted but remained unpaid beyond the expected turnaround period. The delay had been attributed by the FF to administrative issues. Whilst it was confirmed that the College's cash position was sufficiently robust to manage the short-term impact, Governors noted that such delays could have implications for project cash flow management and increase financial exposure if not resolved promptly.	
52	Governors were assured that Mr Harrison would continue to progress discussions regarding the FF's position where appropriate and will keep the Board updated on developments.	
53	Progress of estates master planning, including Mill Studios expansion and increased construction capacity was discussed with Mr Harrison referring to the engagement of contractors and the plan to complete the work to coincide with the start of the new academic year.	
54	The decision to defer a planned IT infrastructure investment due to cost increases was noted.	
55	Governors noted the significant scale and pace of national reform, with several members highlighting that current curriculum and funding changes represented a more substantial shift than previous reforms.	
56	Concern was expressed regarding the uncertainty and risk associated with policy change, particularly the potential impact on curriculum stability, staffing, and funding.	

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57	Mr B Macbeth, External Governor emphasised the importance of strong employer engagement, particularly in sectors such as manufacturing, to inform curriculum development and address future workforce shortages.	
58	Mr M Stone, External Governor raised a question around potential cost pressures on capital projects due to inflation and supply chain issues. Assurance was provided that contingency planning and professional advice were in place to mitigate these risks.	
59	Governors noted the report and the significant strategic challenges and opportunities facing the College. Governors welcomed the comprehensive update and agreed to consider the strategic questions posed in advance of further discussion at the forthcoming Governor Development Day.	**Action: All May 2026**
60	**Resolved:** Governors noted the Chief Executive's Strategic update report and endorsed the proposed approach to developing the new strategic plan.	
	26/107 – Student Governor update	
61	The Board received an update from the Student Governors on learner views regarding careers advice, guidance, and progression opportunities.	
62	Ms T Bradbury, Student Observer provided feedback via email which was read to the meeting by Mrs J Taylor-Holmes, Clerk to the Corporation. Careers Advice and Employer Engagement; Student representatives proposed the introduction of a more interactive, College-wide careers event, similar in format to existing open days but with a stronger emphasis on career pathways.	
63	It was suggested that: • Employers from different sectors could be located in separate rooms across the College. • Students would be able to engage directly with employers to understand progression routes from their course into employment. • Sessions could include demonstrations or interactive activities to provide a more practical understanding of different career options.	
64	Mr Malone acknowledged that while employer engagement events currently take place at curriculum level, there may be	

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	value in broadening this approach to allow students to explore cross-sector opportunities, reflecting the increasing importance of transferable skills across industries. This suggestion would be considered as part of future planning.	**Action: Mr Malone July 2026**
65	Higher Education Awareness and University Engagement; A Student Governor further suggested that opportunities to engage with universities could be strengthened through: • A more visible and accessible university fair involving a wide range of institutions. • Increased opportunities for students to explore progression routes linked to their specific course. • Greater integration of higher education guidance within tutorial or learning support sessions.	
66	Mr Malone explained that higher education fairs and visits to universities were currently in place, particularly for Level 3 learners. However, it was acknowledged that the visibility and consistency of this provision across all curriculum areas may vary.	
67	Discussion highlighted that, while a range of careers and progression activities were already delivered, there may be inconsistencies in student awareness of available opportunities and the extent to which curriculum areas actively promote these activities.	
68	It was agreed that improvements could be made to ensure that all students benefit from a clearer, more consistent and better-communicated offer.	
69	Governors welcomed the constructive and thoughtful feedback from Student Governors.	
70	**Resolved:** Governors received the Student Governor update and endorsed the commitment to address the issues raised through careers education, advice and guidance offer.	
	26/108 – Staff Governor update	
71	Staff Governors were invited to provide their experiences of the whole College Staff Conference held on 11 March 2026.	
72	Mrs S Griffiths and Ms C Bowe provided feedback as follows;	
73	Staff Conference – Positive Impact; Mrs Griffiths explained that. Whilst she had been unable to attend the conference, she had discussed this with colleagues. Staff feedback highlighted that	

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	the conference was highly valued as a rare opportunity for colleagues from across different areas of the College to come together. Staff particularly welcomed the opportunity to connect across curriculum and support areas, including colleagues based at outreach sites such as Mill Studios and TEC.	
74	Staff also welcomed time to share ideas, experiences and challenges, fostering a sense of collaboration and mutual support and the conference increased understanding of different roles within the College, contributing to a stronger sense of community.	
75	The catering provision was also positively noted by staff as contributing to the overall experience.	
76	Staff Governors reported two key suggestions arising from feedback; the inclusion of an external guest speaker, which had been a popular feature of the previous year's conference and the continuation of opportunities for anonymous feedback, which staff felt supported open and honest contributions.	
77	Mr Malone commented that the absence of a guest speaker this year was due to the need to prioritise extensive staff input into the development of the Strategic Plan and confirmed that mechanisms for anonymous feedback had been provided, although it was acknowledged that this may not have been clearly understood by all attendees.	
78	Both elements would be considered in planning future events.	
79	Ms Bowe explained that, as a part time member of staff she had not attended the conference; she provided her experience of being a part-time member of staff unable to attend the conference.	
80	It was highlighted that staff who are not able to attend whole-college events or training sessions may find it more difficult to remain fully informed and engaged, there was a need to explore more effective ways of ensuring that all staff, regardless of working pattern, feel included and are able to access key information and development opportunities.	
81	Governors acknowledged the importance of continuing to provide opportunities for staff to contribute to strategic discussions and for the positive feedback in relation to the Conference.	

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82 83	The issue of inclusive communication and engagement for part-time staff was recognised as an important area for further consideration. Mr Malone confirmed that the College will continue to review approaches to ensure that engagement activities reach all staff groups, noting that a single approach may not meet all needs. **Resolved:** The Board noted the update and thanked Staff Governors for gathering and presenting feedback. The discussion reinforced the importance of maintaining strong staff engagement mechanisms and continuing to develop inclusive approaches to communication and professional development.	**Action: Senior Team / Head of HR 2026/27**
  84 85 86 87 88 89 90 91	**25/109 – Search & Governance Committee** The Board received a report on matters arising from the meeting of the Search and Governance Committee held on 5 February. Mrs Taylor-Holmes presented the key recommendations and areas of assurance arising from the Committee's work. Reappointment of Governor; The Board considered the recommendation to reappoint Ms N Mukhtar for a second and final four-year term of office, commencing 9 June and concluding June 2030. The Board approved the recommendation. Governance Improvement Plan; The updated Governance Improvement Plan was presented, together with a summary of changes arising from the most recent review cycle. It was noted that the plan operated over a three-year cycle and was aligned with the broader governance review process and it remained under continuous review to reflect emerging priorities and improvements. A specific addition was proposed following the Chair's appraisal process, relating to: Clarifying the role and visibility of the Chair, particularly in relation to Governor engagement and attendance. The Board supported this addition and agreed that it should be incorporated into the Improvement Plan. Committee Membership; The Board reviewed the current Committee membership structure and noted that Membership remained subject to change in light of ongoing Governor recruitment activity.	

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92	Mrs Taylor-Holmes explained that the Committee was actively managing recruitment, including an application for Department for Education support funding and interest from prospective candidates.	
93	The Board approved the current Committee structure, noting that further adjustments may be required as appointments were confirmed.	
94	Succession Planning The Board received the updated succession plan, which outlined forward planning for key governance roles. It was noted that: Future recruitment would be aligned to identified skills and succession needs. Particular focus would be given to ensuring continuity through the development of Committee Chairs and Vice Chairs. Succession planning would be further reviewed as part of the next round of Governor one-to-one discussions.	
95	The Board approved the recommendations of the Search and Governance Committee and noted the ongoing work to strengthen governance arrangements through recruitment, succession planning, and continuous improvement.	
96	**Resolved:** the Board; a) Approved the reappointment of Naz Mukhtar for a second and final four-year term (9 June 2026 – 9 June 2030). b) Approved the updated Governance Improvement Plan c) Received the summary of key changes to the Governance Improvement Plan d) Approved the Committee memberships e) Received the Succession Plan	
	26/110 – Curriculum, Quality & Standards Committee	
97	Ms S Kauser, Chair of the Curriculum, Quality & Standards Committee provided verbal feedback from the meeting held on 12 March 2026. It was noted that the draft minutes had been provided in the electronic pack for information. Ms Kauser presented the key recommendations and areas of assurance arising from the Committee's work.	
98	The Committee received a presentation from engineering students, which was well received by members. Students clearly	

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	demonstrated strong technical skills and enthusiasm for their subject area and a future focus on females in STEM was suggested for the Committee at a future meeting.	
99	Staff Conference Feedback - The Committee had noted the positive and successful staff Conference event which had provided an opportunity to reflect on progress since the previous strategic plan, celebrate key achievements across the College and to start staff engagement with the new Strategic Plan.	
100	Quality of Education and Performance - The Committee received assurance regarding the overall quality of education, with: • Continued improvement in recruitment and retention. • Attendance remaining a key focus, particularly in priority areas. • Evidence of improved performance across teaching and learning activities.	
101	Teaching, Learning and Assessment - Increased classroom visits and coaching activity were reported, with strong practice observed with clear plans are in place to further strengthen assessment practices and consistency.	
102	Safeguarding and Compliance - The Committee received the safeguarding annual review, which confirmed that statutory training requirements were up to date. This has been undertaken by Ms Mukhtar, Safeguarding Link Governor and was presented to the Board under agenda item 26/113. A further safeguarding report had been undertaken by the Local Authority and initial feedback was discussed. The report would be provided to a future Committee meeting when received.	
103	Digital Strategy and Innovation – The Committee had The College had received external validation of its digital strategy (Jisc recognition). The update provided information on the College focus on innovation and enhancing the student learning experience. Discussion also considered inclusivity and accessibility, as well as the impact of digital developments on staff workload.	
104	Ofsted Readiness - The Committee noted ongoing preparations for inspection, including the formation of a Governor Ofsted preparation group to support Governors in relation to the inspection.	
105	The Committee had noted that post-16 pathway reform remained a significant area of focus, with ongoing consideration of the implications for the College's curriculum offer. It was	

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	noted that this would be considered further at the May Governor Development day. The Committee had asked this any risks be considered in relation to the reform for potential inclusion within the risk register.	
107	The Committee had also noted that English and maths attendance continued to require targeted intervention and Apprenticeship retention, while improved, remained below the College's target. It was clarified that, although lower than study programme retention, it remained above national benchmarks, reflecting good performance in a national context.	
108	An EDI-related retention gap was identified, particularly affecting male learners and those from more disadvantaged backgrounds, which the Committee agreed should be subject to further investigation.	
109	The Board supported further focus on EDI gaps and STEM participation, recognising these as important strategic priorities.	
110	**Resolved:** Governors received the report from the Curriculum, Quality & Standards Committee.	
	Code of Practice – Freedom of Speech and Expression	
111	The Code of Practice was presented to the Board for approval on recommendation of the Committee. It was noted that this had been reviewed and updated following the recent OU revalidation.	
112	**Resolved:** The Board approved the Code of Practice – Freedom of Speech and Expression	
	26/111 – Finance & Resources Committee	
113	Mr J Yates, Chair of the Finance & Resources Committee provided verbal feedback from the meeting held on 19 March 2026. It was noted that the draft minutes had been provided in the electronic pack for information.	
114	Mr Yates provided a summary of the meeting as follows;	
115	Sustainability – Climate Action Plan - The Committee received strong assurance that the first iteration of the College's Climate Action Plan was comprehensive, actively monitored, and progressing across all four pillars (decarbonisation, adaptation, biodiversity and curriculum). It was noted that this would be provided to the Board as part of the May Governor Development day.	**Action: Governor Development Day**

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		May 2026
116	Financial Performance - The College remained on track to deliver a forecast £500k surplus, with February management accounts showing a £172k surplus, just below profile but consistent with year-end expectations. 16–18 funding outlook remained stable, supported by strong student numbers and lagged-funding protection. Mr Yates commented that the adjusted surplus EBITDA, earnings before interest, tax, depreciation and monetisation was around the 5% mark. The Committee noted ongoing uncertainty regarding in-year growth funding, with allocations yet to be confirmed.	
117	It was highlighted that, under current lagged funding arrangements, the College received only a proportion of the funding associated with growth in learner numbers. While this limited immediate financial benefit, it was expected that the College would realise increased income in future funding cycles.	
118	Sector Funding Announcements - Government funding uplift was significantly lower than publicly presented (actual approx. 0.5%, not 1.6%). Withdrawal of T Level early-adopter uplifts presented a disadvantage to early implementers such as the College. Combined Authority funding was expected to tighten further, with reduced support for low-impact provision. Risk of future pay constraints and industrial relations challenges were also noted.	
119	The Committee had received an Internal Audit on the new Finance System; Internal audit had provided Strong Assurance on the new finance system following its mid-year review. Only one minor recommendation (documentation update) was identified.	
120	Capital Projects – General Progress - Mill Studios refurbishment and arts relocation project was progressing positively, with value-for-money assurance strengthened by use of an experienced heritage contractor and previous phase benchmarking. FA Foundation pitch works were advancing ahead of schedule, with strong community interest.	
121	Risk Management - Committee reviewed all 13 risks within its remit and confirmed no changes to current ratings.	
122	Internal Audit Strategy - Committee proposing to replace the GDPR scheduled audit as it was felt that sufficient assurance was provided through the external provider in this area.	

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123	Curriculum Reform and Strategic Context – The Committee also considered the financial implications of curriculum reform, noting the broader strategic discussion presented elsewhere on the agenda. It was noted that Mr Malone had provided an update to the Board meeting on curriculum reforms and apprenticeship reforms. Further updates would be provided when known.	
124	Mr Yates referred to information in relation the Football Foundation Pitch Project. Mr Harrison explained that a cost discrepancy had arisen: the Football Foundation documentation had provided project costs £200,000 higher than previously agreed. Mr Harrison confirmed that the College maintained the original expectation of a £300,000 contribution, as minuted in earlier discussions. The Foundation was reviewing this at senior level and an update would be provided in due course.	
125	Governors welcomed the positive financial position and assurance that the College remains on track to deliver its planned surplus.	
126	It was noted that external factors, particularly funding delays and lagged funding mechanisms, continued to present challenges for financial planning.	
127	The Board acknowledged the importance of maintaining strong financial discipline and oversight, particularly in the context of capital pressures and sector uncertainty.	
128	**Resolved:** Governors received the report from the Finance & Resources Committee.	
	Management Accounts (P7)	
129	**Resolved:** Governors received the Management Accounts for Period 7.	
	26/112 – Audit Committee	
130	On behalf of Mr M Stone, Chair of the Audit Committee, Mrs J Taylor-Holmes, Clerk to the Corporation provided verbal feedback from the meeting held on 26 March 2026. It was noted that the draft minutes had been provided in the electronic pack for information.	
131	The Board received a report summarising the key discussions and assurances arising from the Audit Committee.	

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132	Football Foundation Risk - The Committee had also considered the issues relating to the Football Foundation capital project and associated risk.	
133	Safeguarding and Security – Lockdown Procedures - A detailed discussion took place regarding lockdown procedures, particularly in the context of emerging requirements under Martyn's Law. The Committee reviewed current arrangements and emphasised the importance of robust testing and assurance of procedures.	
134	It was noted that this is an evolving area and would continue to be kept under review.	
135	Cyber Security - The Committee discussed the increasing prevalence of cyber threats across the sector and the importance of maintaining strong controls. Assurance was provided that appropriate systems and processes were in place and the College continued with the cyber essentials accreditation.	
136	Internal Audit and Systems Assurance - The Committee received strong internal audit outcomes, including positive assurance on the implementation of the new finance system.	
137	A follow-up audit confirmed that all recommendations had been fully implemented, which was noted as an exceptional position within the sector.	
138	Health and Safety Culture - The Committee noted continued improvement in health and safety culture, including a reduction in incidents. This was recognised as evidence of effective embedding of policy and practice across the organisation.	
139	Financial Control and Regularity - The Committee confirmed that there were no reported incidents of fraud or financial irregularity. Strong assurance was also received regarding data accuracy and integrity.	
140	Governors noted the depth of scrutiny and challenge undertaken at Committee level, which provided robust assurance to the Board.	
141	It was highlighted that the Committees operated with detailed interrogation of risks and controls, enabling the Board to focus on areas of exception and strategic importance.	

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142 143	The Board expressed appreciation for the work of Committee members and Chairs in maintaining high standards of governance. **Resolved:** Governors received the report from the Audit Committee.	
  142 143 144 145 146 147	**26/113 – Safeguarding Update** Annual Review meeting Ms N Mukhtar, External Governor and Safeguarding Link Governor Veltman provided an overview of the Safeguarding annual review meeting for information, it was noted that this had been presented to the Curriculum, Quality and Standards Committee. **Resolved:** Governors received the Safeguarding Annual Report 2024/25. **Prevent presentation** Mr Veltman Experience provided a presentation on the College's Prevent responsibilities, supported by the accompanying presentation materials. Overview of Prevent Duty - The Board was reminded that Prevent forms part of the UK Government's counter-terrorism strategy (CONTEST) and places a statutory safeguarding duty on the College to prevent individuals from being drawn into terrorism. This duty applies to both operational leaders and the Governing Body, with Governors responsible for ensuring appropriate oversight and assurance. It was emphasised that Prevent was aligned with wider safeguarding responsibilities, particularly in an FE context where learners may be vulnerable due to age, personal circumstances, or exposure to online risks. Risk Context in Further Education - The Board noted the particular relevance of Prevent within FE settings, given: • The diversity of the learner population • The presence of vulnerable learners • Increasing risks associated with online radicalisation and digital content	

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148	It was highlighted that radicalisation could occur rapidly and was often linked to factors such as mental health concerns, isolation, or identity issues.	
150	Governors were reminded that their responsibilities were strategic rather than operational, including: • Ensuring robust risk assessments are in place • Providing challenge and scrutiny of safeguarding and Prevent activity • Confirming that staff training and policies are effective and up to date	
151	The presentation reinforced that Prevent was both a governance and compliance issue, requiring ongoing oversight.	
152	The Board received assurance on a comprehensive Prevent framework, including: • Annual review of safeguarding and Prevent policies • A Prevent risk assessment • Regular reporting through the Curriculum, Quality & Standards Committee • Mandatory staff training and inclusion in student induction • Active collaboration with external agencies, including participation in the Channel Panel • Monitoring processes, including daily safeguarding triage and weekly review panels	
153	Mr Veltman referred to external assurance which had been provided through a local authority safeguarding review, which confirmed no actions required in relation to Prevent.	
154	The Board noted three key areas for further development following the safeguarding review: • Delivery of tailored Prevent and safeguarding training for governors (which was being presented to the meeting with further training planned) • Review of filtering and monitoring systems, including consideration of solutions to strengthen consistency across devices • Development and testing of lockdown and invacuation procedures, with a planned exercise in the summer term	
155	Mrs McIntyre raised a question regarding learning from the Southport Inquiry, particularly in relation to understanding vulnerabilities such as obsessive behaviours and the interaction between safeguarding, mental health and Prevent.	

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156	Mr Malone confirmed that the College monitored developments through safeguarding partnerships, Channel Panels, and national guidance, and would work to incorporate any emerging learning into policies and practice.	
157	A further question was raised regarding the potential impact of school restrictions on mobile phone use, and whether this may affect student behaviour and vulnerability on transition into college.	
158	It was acknowledged that increased freedom at post-16 may heighten risks; however, improved data sharing with schools and early identification of concerns were highlighted as mitigating actions.	
159	Governors also noted the need to consider Prevent and safeguarding risks within Higher Education provision and satellite sites, where operational constraints may differ from the main campus. Mr Harrison confirmed that this is being factored into action planning, to ensure the same organisational approach across all provision.	
160	A query was raised regarding access to policies, and it was confirmed that all relevant policies are available to Governors on request, with assurance that the most up-to-date versions would be provided where required.	
161	It was agreed that the presentation would be added to Governor hub.	**Action: Mrs Taylor-Holmes July 2026**
162	The Board received the presentation and the high level of assurance provided in relation to Prevent responsibilities. Governors agreed that Prevent remained a key safeguarding and governance priority and supported the planned actions to strengthen training, systems, and operational preparedness.	
	Prevent Risk Assessment	
163	Governors received the Prevent Risk Assessment	
164	**Resolved:** Governors received the Prevent presentation and training and the Prevent Risk Assessment.	
	26/114 – Equality and Diversity update	
165	Mr Veltman provided an update on Equality, Diversity and Inclusion (EDI), including progress against strategic priorities, performance monitoring, and future development activity.	

Min. Ref.	Minutes	Actions
166	The Board noted that EDI remained a key strategic priority for the College, supported through the FREDIE framework (Fairness, Respect, Equality, Diversity, Inclusion and Engagement).	
167	Oversight was provided through the FREDIE Steering Group, with reporting into the Curriculum, Quality & Standards Committee.	
168	EDI performance was also monitored through the College Performance Report, ensuring alignment with wider quality and outcomes data.	
169	The Board received an overview of EDI-related performance data, including: • Identification of small gaps in outcomes for specific groups, including learners with learning difficulties and/or disabilities and those from more deprived backgrounds. • Apprenticeship data indicating gender imbalances in participation, particularly where male learners are overrepresented overall, requiring careful interpretation of outcome comparisons.	
170	It was noted that some challenges may relate to external factors, including learner experiences within the workplace, and that further analysis is being undertaken to better understand these trends.	
171	Feedback from the Investors in Diversity Silver process highlighted a strong and positive culture, including: • High levels of psychological safety, with staff confident in raising concerns • Trust that inappropriate behaviour would be addressed effectively	
172	Areas for development identified through staff feedback included: • Improving the visibility of EDI activity • Strengthening communication around policies and changes • Increasing opportunities for staff involvement in EDI decision-making	
173	In response to feedback, a FREDIE Quality Improvement Plan had been developed to provide a structured and reflective approach to continuous improvement. Cross-college teams, including HR, MIS and Quality, were working collaboratively to enhance data use, reporting, and accountability.	

Min. Ref.	Minutes	Actions
174 175 176	The Board was advised that this work would support the College's progression beyond the Silver Award towards Gold accreditation. Governors welcomed the update and the clear, data-informed approach to identifying and addressing EDI gaps. The Board noted the importance of understanding the context behind data trends, particularly in relation to apprenticeship provision and external workplace factors. The positive staff feedback regarding culture was recognised as a significant strength, with support expressed for improving visibility and engagement. **Resolved:** Governors received the Equality and Diversity update.	
  177 178 179 180 181 182	**26/115 – Health & Safety** Mr Harrison provided a Health and Safety update, with assurance that the College continues to make strong progress in embedding an effective and positive health and safety culture. It was noted that Health and Safety had been considered at the Audit Committee meeting. The Board was advised that substantial progress has been made in implementing the recommendations arising from the independent review conducted by WorkNest. It was reported that the majority of recommendations had now been addressed, reflecting a structured and proactive approach to improvement. The focus has shifted from implementation to ensuring that improvements are embedded within the College's culture and day-to-day practice. The Board was reminded of the presentation delivered at the Governor Development Day by the Head of Estates and Health and Safety Manager. In response to challenge from the Audit Committee Chair regarding how cultural improvements are measured, the College has identified the HSE Safety Climate Tool. This tool would be used to assess staff attitudes and perceptions, providing evidence of progress in strengthening the health and safety culture.	

Min. Ref.	Minutes	Actions
183 184 185	Martyn's Law and Security Preparedness – Mr Harrison reported progress in preparing for enhanced security expectations associated with Martyn's Law, including: • Attendance at specialist training by senior staff • Engagement with counter-terrorism police • Participation in a hostile vehicle mitigation course • A site visit from counter-terrorism officers to support planning and assurance The Board discussed the key ongoing risk relating to the public highway (Francis Street) between College sites (referring to the College Estates Master plan). Mr Harrison confirmed that the College had engaged with the local authority, including council highways planners, to explore mitigation options. A transport consultant has been commissioned to review potential solutions, particularly in relation to traffic flow and pedestrian safety. It was noted that effective mitigation would require partnership working with the Council, as the risk extends beyond the College's direct control. **Resolved:** Governors received the Health and Safety update.	
  186 187 188 189 190 191	**26/116 Risk Management** Mr Harrison provided an update on the College's current risk register and the management process. Mr Harrison referred to the discussion around the Football Foundation risk and it was agreed that any change in the risk rating would be deferred pending the outcome of discussions in this area. Continuing Red Risk: The single red-rated risk remained failure to recruit and retain staff, which continued to receive focused attention. 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.	
	26/117 – Written resolution	

Min. Ref.	Minutes	Actions
192	**Resolved:** Governors noted the outcome of the written resolution passed on 6 March 2026 confirming the approval of DfE FE Transformation Capital Fund (FETCF) Grant Clawback Agreement	
	26/118 – Chair's report & Feedback from Governors	
193	Governors received the Chair's Report detailing activity undertaken since December 2025.	
194	Mrs McGladdery confirmed that there was regular and ongoing communication with the Principal and senior leadership team, typically on a weekly basis, ensuring continuous oversight of College activity and emerging issues.	
195	It was noted that Governors were highly engaged across a range of internal and external boards, providing both strategic support and appropriate challenge to the Executive. This breadth of involvement was highlighted as a key strength of the Corporation.	
196	Mrs McGladdery emphasised the importance of evidence-based assurance, with Governors consistently seeking to understand how the College can demonstrate the effectiveness of its actions. This included asking how the College was assured of progress across key areas and ensuring that assurance is supported by robust evidence rather than narrative alone.	
197	Mrs McGladdery commented on the significant and rapidly changing external environment, including funding, policy and curriculum reforms and that this presented a highly challenging ("volatile") context for the College.	
198	Governors were encouraged to continue providing strong support to the Executive as the College navigates these changes.	
199	Mrs McGladdery commented that, despite the complexity of the external landscape, the Executive and staff remain focused on understanding the impact of decisions on learners.	
200	The contribution of Governors through committee work was recognised, particularly the depth of scrutiny, questioning and challenge evident within committees, which supports effective decision-making at Board level. Mrs McGladdery formally thanked governors for their time, commitment and preparation, noting the significant contribution made through Board and Committee activity.	

Min. Ref.	Minutes	Actions
201	**Resolved:** Governors received the Chair's report and feedback from Governors.	
202	**26/119 – Timetable of meetings** **Resolved:** Governors approved the timetable of meetings for 2026/27.	
203	**26/120 – Dates of future meetings** • Governor Development Day – 7 May 2026, 9am to 2pm (in person) • Search & Governance Committee –7 May 2026 – 14.30 (MS Teams) • Curriculum, Quality and Standards Committee – 11 June 2026 – 17.00 (in person) • Audit Committee – 18 June 2026 – 17.00 (MS Teams) • Finance and Resources Committee - 23 June 2026 – 09.00 (MS Teams) • Senior Staff Employment Committee – 9 July 2026 – 16.00 (MS Teams) • Corporation Board meeting – 9 July 2026 - 17.00 (in person)	

Approved as a true and accurate record at the Corporation meeting held on 9 July 2026