CALDERDALE COLLEGE
CORPORATION BOARD MEETING

Minutes of the Meeting held on 23 October 2025
at 17.00 in the Board meeting room and via MS Teams

Present:

Suzan McGladdery	External Governor & Chair
Caroly Bowe	Staff Governor (appointed 25/158)
Diane Cothey	External Governor
Suzanne Dunkley	External Governor
Suzanne Griffiths	Staff Governor
Richard Laycock	External Governor
Bill Macbeth	External Governor
Naz Mukhtar	External Governor
David Malone	Principal & Chief Executive
Greg Scully	External Governor
Martyn Stone	External Governor & Vice Chair
John-Paul Yates	External Governor & Vice Chair
Kai Mitchell	Student Governor
Harrison Rawson	Student Governor
Toni Bradbury	Student Observer (appointed 25/158)
Charlotte Oddy	Student Observer (appointed 25/158)

In Attendance:

Andrew Harrison	Vice Principal – Corporate Services
Karl Veltman	Deputy Principal - Quality, Curriculum Development and Student Experience
Jonathan Hambling	Head of HR and Workforce Development (until agenda item 25/162)
Jane Taylor-Holmes	Clerk to the Corporation

Agenda: ***there were no items added to the agenda.***

Min. Ref.	Minutes	Actions
1	**25/156 - Apologies for absence** Apologies were received from Safia Kauser, External Governor, Becky McIntyre, External Governor and Jenny Stocks, External Governor.	

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2	**25/157 – Confirmation of eligibility, quorum and declarations of interest** No notice had been received of any member becoming ineligible. The meeting was quorate.	
3	**25/158 – Search & Governance Committee** Mrs J Taylor-Holmes, Clerk to the Corporation provided an update following the recent recruitment process for the student Governor Observer role. Mrs Taylor-Holmes explained that there had been strong interest with 55 expressions of interest received, of the 55, eight submitted a 100 word statement and applicants were then shortlisted through a review of the written statement and interview process. Five students were interviewed. Two candidates, Toni Bradbury and Charlotte Oddy, were identified as outstanding, and it was proposed that both be appointed as Student Governor Observers for 2025/26. It was agreed that this approach supported succession planning, ensuring continuity for future student governor roles.	
4	Regarding staff governor recruitment, following the end of Paul Waterworth's tenure and his decision not to stand again, a staff election was held. Mrs Taylor-Holmes explained that two nominations were received, but one candidate withdrew after accepting a job role at another College. Consequently, Carolyn Bowe was nominated as Staff Governor representative. Staff engagement with the process had been positive, with 92 staff members voting in the election.	
5	**Resolved:** Governors approved the appointment of Ms Carolyn Bowe as Staff Governor for a period of four years from 23 October 2025.	
6	**Resolved:** Governors approved the appointment of Ms Toni Bradbury as Student Governor observer until 31 July 2026.	
7	**Resolved:** Governors approved the appointment of Ms Charlotte Oddy as Student Governor observer until 31 July 2026. **Admittance of student observer**	
8	**Resolved:** The Board approved the admittance of as Ms Toni Bradbury and Ms Chalotte Oddy as Student Governor observers.	
9	Governors welcomed the new members to the meeting and introductions were made.	

Min. Ref.	Minutes	Actions
	25/159 – Minutes of previous meetings	
10	The minutes of the previous meeting were amended at paragraph 50 to read; the textile centre had secured a proportion of the total £450,000 budget for the next round.	
11	**Resolved:** Subject to the amendment, the minutes of the meeting held on 10 July 2025 were approved as a true and accurate record.	
	25/160 – Matters arising	
17	Governors noted the updates recorded against the matters arising. In relation to the action arising from agenda item 25/141, Mr D Malone, Principal and Chief Executive confirmed	
18	that the Policy had been updated and the Head of Student Experience and Wellbeing had been included in the Policy. Other actions were complete, on the agenda or for completion at a later date.	
	25/161 – Chief Executive's report	
19	Mr Malone presented the report providing an update on key issues. Mr Malone referred to the Staff email bulletins which were received by Governors.	
20	In addition to the content of the paper, updates were provided as follows;	
21	Mr Malone highlighting preparations for a potential early Ofsted inspection. A dedicated task group was actively gathering evidence aligned with the inspection toolkit. External feedback would be gathered from pilot inspections where possible. Feedback from Ofsted directly in presentations to the sector raised concerns about the new approach to proportionality in judgements, where a single area judged as 'requiring attention' may impact detrimentally on the ability to scheme a judgement of 'Expected Standard'. Governors were advised to remain alert to the possibility of an inspection call following the half-term break, noting that inspections in earnest were to start week commencing 10 November.	
22	Governors welcomed Mr J Hambling, Head of HR and Workforce Development. Mr Hambling provided the HR and Staffing update, referring to positive trends in headcount and staff retention.	

Min. Ref.	Minutes	Actions
23	• Staff headcount increased from 496 to 516, with FTE rising from 412 to 444. • Staff turnover declined from 18.3% to 14.1%, attributed to targeted initiatives by SLT and CLMT. • Leavers reduced from 88 to 73 year-on-year.	
24	In relation to sickness absence, a total of 5,591 days were lost to sickness, representing a 4.2% increase compared to the previous year. Mr Hambling commented that this rise could be due to improved reporting following the implementation of the iTrent HR system, which replaced manual and inconsistent reporting methods.	
25	Governors were reminded that the increase in staff numbers overall may also contribute to the higher total.	
26	Mr R Laycock, External Governor observed that the average sickness equated to approximately 10 days per employee, acknowledging that this would vary across individuals. He asked whether there was comparative data available for other FE colleges and whether the current level was a cause for concern. Mr Hambling responded that while national benchmarking data had previously been available through a voluntary annual survey, this had lapsed in recent years. Mr Hambling confirmed that the survey was being reinstated this year, and comparative data should be available soon. Historically, the College had been around the regional average for sickness absence.	
27	Mr Hambling further explained that the College now used the Bradford scale to monitor absence patterns and robust processes were in place to identify and manage recurring short-term absences. Trigger points, prompt meetings with line managers and escalation to HR where necessary were all in place. He reassured Governors that 106 employees account for the majority of absence cases, all of which are now subject to robust case management, including referrals to occupational health and formal review processes.	
28	Mrs Dunkley asked about staff feedback on the iTrent system. Jonathan confirmed that feedback had been overwhelmingly positive, particularly regarding improvements in leave booking and absence reporting.	
29	Mr Malone referred to the October 'firebreak' for all staff (where the College was closed on the Friday and Monday around the weekend providing a long weekend for staff) and confirmed that	

Min. Ref.	Minutes	Actions
	this had been warmly received by staff and acknowledged the length of the Autumn term and the work of staff in this term.	
30	On pay negotiations, the Principal confirmed ongoing discussions with trade unions, who had requested a 10% pay award and reduced teaching hours. The Association of Colleges (AoC) recommendation was 4%. The College aimed to reach agreement by December.	
31	**Resolved:** The Board provided delegated authority to the Finance and Resources Committee agree the final pay award.	
32	Mr A Harrison, Vice Principal – Corporate Services provided an update on progress with the FA-funded Capital works. Mr Harrison explained that this remained pending due to planning preconditions, with a revised start date of 5 November for the £1.66m 3G pitch development. Governors noted the dual benefit of this facility for both College and community use.	
33	It was noted that achievement data had been shared at the Governor Development Day.	
34	Mr Malone summarised key government announcements from the recent White Paper: • Introduction of V Levels alongside existing A and T Levels, with consultation beginning in January with the defunding of traditional vocational qualification such as BTEC. • Planned reform of Level 2 qualifications and English/maths provision to better support employment and progression, moving away from repeated GCSE resits. • Renewed emphasis on apprenticeships and potential flexibility in the apprenticeship levy, including the development of apprenticeship hubs and bootcamp integration.	
35	It was agreed that Skills bootcamps would be an area for consideration at a future Board as part of a substantive discussion.	**Action: Mr Malone Future Board meeting Spring 2026**
36	It was noted that further information would be provided when known on the detail of the changes.	
37	Governors commented on the importance of employer engagement, the role of the Combined Authority in local skills planning, and the need for clarity on whether the announced £800m funding was additional funding or represented funding already committed to the sector. Mr Malone acknowledged these	

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	concerns and explained that the College was committed to participating in sector consultations.	
38	Mr B Macbeth, External Governor commented on the real need to focus on employer engagement and commitment to apprenticeships as this had declined post COVID.	
39	Governors noted the information in the report provided around strategic partnerships.	
40	Mr Malone introduced the substantive item of the report, focusing on a persistent red-rated risk on the College's risk register: the recruitment and retention of suitably qualified staff. This issue had remained a significant challenge for the past two years and reflected a wider sectoral concern across FE, exacerbated by inflation, pay pressures, and competition from industry salaries and increased investment in pay in other areas of the education sector.	
41	Mr Hambling, provided a detailed overview of the College's recruitment landscape, highlighting both challenges and proactive measures being taken. While the College successfully recruited for approximately 60% of roles on the first attempt last year, certain specialist and technical roles remained difficult to fill. Examples included:	
42	• Electrical lecturers (40% of such roles across the sector were filled via agencies) • Engineering, computing, and accounting lecturers • Apprenticeship mentors and curriculum leads • Personal Skills Assistants and Academic Skills Assistants	
43	Mr Hambling explained that despite multiple rounds of advertising and interviews, some roles remained vacant due to the College's commitment to maintaining high recruitment standards. Mr Hambling emphasised that the College would not compromise on quality, even when internal teams were under pressure to cover gaps.	
44	To address these challenges, the College had implemented a range of initiatives:	
45	• Enhanced marketing of roles and a review of the title of the role and the role description. • Promotion of non-salary benefits (e.g. generous pension scheme, leave entitlement, wellbeing initiatives such as the Autumn firebreak, CPD Wednesdays and Christmas shutdown)	

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	• Pay increases over the past two years (6.5% and 3.5%) • Introduction of market supplements for a limited number of roles • Use of recruitment agencies where necessary • Investment in recruitment technology, including talent pool tracking and AI search tools	
46	The College was also focusing on “growing its own” talent, with increasing numbers of former students progressing into staff roles. Additionally, 10 non-teaching staff had been funded to undertake PGCE or Cert Ed qualifications, with 50% of costs covered over two years.	
47	Mrs S Dunkley, External Governor commended the College’s values-led approach to recruitment and asked whether career-graded roles and high-level apprenticeships were being considered to support progression and retention. Mr Hambling confirmed that career grading had been introduced in administrative areas and that further development was planned as part of a broader organisational development strategy.	
48	In response to a further question, Mr Hamling confirmed that the College does have a number of Higher Level apprentices and would be considering further utilisation of apprenticeships as part of a workforce planning exercise.	
49	The possibility of engaging with the ‘Great Places to Work’ framework was also discussed, with recognition of its potential value despite cost considerations.	
50	Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience also referred to the training and development for non-teaching staff to undertake the PGCE or CertEd (ten funded places over two years) which had been well received by staff.	
51	Governors thanked Mr Hambling for his attendance and informative update and noted the commitment to continuous improvement in recruitment and retention and that the red risk remained under active management and scrutiny.	
52	**Resolved:** Governors noted the report.	
	25/162 – Delivery of the Strategic Plan 2024-25	
53	Mr Malone provided an update on progress against the College’s Operational Development Plan (ODP) for the previous academic	

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	year and outlined next steps for monitoring delivery of the current year's priorities.	
54	The Board was advised that all operational targets set for the previous year had been delivered in line with the three-year ODP.	
55	It was noted that while many actions were marked as "green," this indicated completion against plan and continuous improvement remained a focus.	
56	**Resolved:** Governors noted the report.	
	25/163 – Progress Update – Operational Development Plan KPI's	
57	Mr Malone explained that the College's targets for 2025–26, previously approved by the Board in July, had now been embedded into the accountability statement and operational planning processes.	
58	Governors noted that Key Performance Indicators (KPIs) had been set based on improvements from last year's performance.	
59	Mr Malone confirmed that a full progress update would be presented at the December Board meeting, which was expected to show a mix of "amber" and "red" ratings as work progressed against challenging targets.	
60	The Board acknowledged the integrated approach taken to align operational targets with the accountability statement and welcomed the assurance that progress will be closely monitored and reported.	
61	**Resolved:** Governors noted the report.	
	25/164 – Management Accounts – July 2025	
62	Mr Harrison provided an update on the College's financial position as at July 2025. Mr Harrison reported that the College had performed strongly against its budget, achieving a significantly higher surplus than forecast.	
63	Financial Performance - The College budgeted for a surplus of approximately £200,000, but the actual outturn was £717,000, representing around 2% of turnover.	

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64	This positive result reflected increased income driven by significant learner growth and effective management of pay costs, despite some additional non-pay expenditure.	
65	Pay Costs and Staffing Context - A 4% pay award would equate to approximately £800,000, highlighting the financial challenge of balancing staff investment with sustainability.	
66	Vacancies have had a mixed impact: while they generate savings, reliance on agency staff to cover gaps had cost around £700,000 this year, slightly less than the previous year.	
67	Incremental pay progression added approximately £200,000 annually to staffing costs.	
68	Forecast and Budget Assurance - The approved budget for 2025–26 anticipated a surplus of £500,000, and early indicators suggested this remained achievable.	
69	Mr Harrison explained that the Annual Financial Statements reflecting the July year end position would be presented to the Board in December.	
70	Mr M Stone, External Governor commended the strong financial performance and noted the reduction in pay costs as a percentage of income. He queried the apparent deficit under “Other Non-Government Grants” (page 50, section 2.5), asking how much of the £915,000 variance was a real shortfall versus reclassification.	
71	Mr Harrison confirmed that the variance was largely due to classification changes following the end of European projects and the introduction of alternative funding streams such as Free Courses for Jobs. He assured the Board that future forecasts and budgets were now more prudent and aligned with current funding structures.	
72	Governors praised the effective financial management and strong year-end position.	
73	**Resolved:** Governors received the July 2025 Management Accounts.	
	25/156 – Student Governor update	
74	The Board received direct feedback from student Governors regarding their recent experiences at the College, including their first experiences of the College and the enrolment process.	

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75	Positive Observations - Students noted improvements to the College environment, including refurbishment and design changes including carpeting, which had enhanced the overall experience.	
76	Staff were praised for their support and encouragement during challenging situations, particularly where funding changes created uncertainty about course continuation.	
77	Enrolment Process – Areas for Improvement - Students suggested introducing a clearer queuing or allocation system to reduce waiting times during enrolment.	
78	Feedback indicated that some students experienced delays despite arriving early, and that communication about the process could be improved.	
79	Mr Malone confirmed that feedback from all areas had been collected and would inform planning for next year, including consideration of using additional space and digital solutions to streamline enrolment.	
80	Mr Malone explained that there was an Enrolment Planning Group to be established and it was agreed that Mr H Rawson, Student Governor would be invited to join the Group to ensure his input informs future improvements.	**Action: Mr Veltman December 2025**
81	Students welcomed the proposal to move more enrolment activity online to capture information prior to arrival.	
82	It was suggested that clearer communication about English and maths diagnostic assessments would help reduce anxiety for adult learners.	
83	Course Progression Challenges One student reported difficulties during progression from Level 2 to Level 3, including multiple forms and confusion caused by funding changes.	
84	Mr Malone acknowledged these issues and confirmed that digital processes and clearer communication would be prioritised to improve the experience.	
85	Governors expressed appreciation for the constructive feedback and supported the move towards greater digitalisation and improved communication.	

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86	**Resolved:** Governors received the Student Governor update.	
	25/166 – Staff Governor update	
87	Staff Governors were invited to provide their reflections on enrolment and induction activities.	
88	Enrolment Process – Mrs S Griffiths, Staff Governor reported that enrolment was well-organised for her area, particularly where students had attended open days and completed applications in advance. Pre-prepared forms and prior interviews contributed to a smooth transition from enrolment to induction for most students.	
89	It was noted that some minor issues arose after students left the initial enrolment desk, with some delays in the final enrolment stages.	
90	Induction and Student Experience - Induction activities at Mill Studios were highlighted as a success, with second-year students actively involved in welcoming first-year students. This approach fostered a sense of community rather than separation by course, which was positively received.	
91	Higher Education (HE) Perspective – Ms C Bowe, Staff Governor reported a marked improvement compared to previous years, with fewer complaints and a more streamlined process.	
92	Proactive communication with students prior to enrolment, including suggested arrival times, was identified as a key factor in reducing congestion and improving the experience.	
93	The only significant concern raised was the accessibility of the Freshers' Fair for HE students, who felt excluded from the event due to timing and location. It was agreed that arrangements to ensure inclusivity for all learners in future years would be considered.	
94	Governors welcomed the positive feedback and noted the importance of maintaining strong communication and planning for enrolment and induction activities.	
95	Governors thanked Mrs Griffiths and Ms Bowe for their feedback.	
96	**Resolved:** Governors received the Student Governor update.	
	25/167 – Search & Governance Committee	

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97	On behalf of Mrs Dunkley, External Governor and Chair of the Search & Governance Committee, Mrs J Taylor-Holmes, Clerk to the Corporation provided verbal feedback from the meeting on 25 September 2025.	
98	It was noted that all Committees were being encouraged to introduce a new feedback framework for reporting to the Board, based on three categories: Alert, Assure, and Action.	
99	Governance Assurance - The Committee confirmed that governance arrangements remained robust, with active management of vacancies and succession planning to ensure appropriate skills and experience on the Board.	
100	Compliance with mandatory governor training was reviewed and confirmed as satisfactory.	
101	Progress against the Governance Improvement Plan was noted, with assurance that actions remained on track.	
102	Board Effectiveness and Self-Evaluation – Mrs Taylor-Holmes commented that the Committee had agreed the Board self-evaluation process and explained that feedback from the 2024/25 process and progress against the Governance Improvement Plan had been shared at the Governor Development Day. Governors were asked to schedule one-to-one meetings with the Clerk and Chair as part of this process.	
103	As part of the process each Committee would also undertake its own effectiveness review, with outcomes feeding into the Governance Improvement Plan and the next Governor Development Day in February 2026.	
104	It was agreed that the Committee would review membership of the Finance and Resources Committee following the departure of a Staff Governor, with recommendations to follow.	
105	**Resolved:** The Board • Approved the Committee memberships (Appendix A) • Received the Search & Governance Committee Annual Report 2024/25 which included attendance benchmarking, recruitment activity, and future priorities (Appendix B) • Approved the Terms of Reference – noting that no changes were proposed. • Received the updated Governance Improvement Plan (Appendix C)	

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	• Approved the action to be taken in relation to Confidential Business 2024/25 (Appendix D) • Noted the summary of confidential business conducted during the year, including sensitive discussions on staff pay awards and FE capital projects. Decisions subsequently agreed will be published in line with transparency requirements. • Noted the report on the use of the College Seal during the academic year.	
106	Members commended the comprehensive work of the Committee and the clarity of the new reporting framework.	
107	The Board expressed appreciation for the progress made in strengthening governance processes.	
108	**Resolved:** Governors received the report from the Search & Governance Committee.	
	25/168 - Audit Committee	
109	Mr Stone, External Governor and Chair of the Audit Committee, provided verbal feedback from the meeting on 9 October 2025. It was noted that the draft minutes had been provided in the electronic pack for information. Mr Stone referred to page 90 of the papers and the summary of the meeting contained at the end of the minutes. The following update was provided;	
110	External Audit Provider Update – Mr Stone explained that the Committee had noted that the College's appointed external auditors, Cavanagh Kelly, have been acquired by Cooper Parry. The Committee had questioned the Cooper Parry representative on service continuity, process changes, and timescales. Responses were considered satisfactory, and no disruption to the preparation of the annual financial statements anticipated.	
111	Health and Safety Annual Report and Development Plan -The Committee had reviewed and approved the 2024–25 Health and Safety Report and the 2025–26 Development Plan.	
112	Significant progress was noted in staff engagement and accountability, site visits, and cultural change initiatives during 2024–25.	
113	The Committee acknowledged that further work was required to further embed cultural change and welcomed the detailed improvement actions outlined in the development plan. Mr Stone	

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	explained that plans were in place for the external consultant, WorkNest to present further on progress at a future meeting.	
114	Governors commended the progress made and recognised the challenge of achieving cultural change in health and safety practices.	
115	Internal Audit and Risk Management - The Committee received a report on progress on recommendations. The report was satisfactory, with fewer overdue actions, indicating positive cultural change in compliance and implementation.	
116	The Committee also received a completed internal audit report on Artificial Intelligence and were pleased to receive a strong overall conclusion.	
117	The Risk Management Report for 2024–25 was reviewed and approved.	
118	Whistleblowing, Fraud and Irregularity Annual Report - The Committee presented the Whistleblowing Report, confirming no whistleblowing or regulatory complaints were recorded during the year.	
119	A minor breach of financial regulations, previously reported to the Committee in June, was noted.	
120	The Board was asked to receive the report as recommended by the Committee.	
121	No urgent or adverse issues were identified. The Committee noted continued progress across audit, compliance, and governance areas.	
122	Governors recognised the significant progress in health and safety and compliance culture.	
123	A minor point was raised regarding language in the Whistleblowing, Fraud and Irregularity report referencing "accounting and control frameworks" for ESFA reporting, which would be corrected. It was noted that this was within the Audit Committee Terms of Reference.	**Action: Mrs Taylor-Holmes December 2025**
124	**Resolved:** Governors received the report from the Audit Committee and the Whistleblowing, Fraud and Irregularity Annual report 2024/25.	
	25/169 – Safeguarding Update	

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125	Governors received the update on Governor compliance with Safeguarding training.	
126	It was noted that one Governor was due to complete training and had been contacted via HR and asked to complete training where this was outstanding. Governors were encouraged to complete outstanding training.	
127	Mr Veltman provided a brief Safeguarding and Prevent update.	
128	Harassment Planning and Office for Students (OfS) Requirements – Mr Veltman explained that the College would roll out sexual harassment training to meet OfS requirements. Further details would be shared in due course.	
129	Prevent Strategy - In response to previous Board requests, a comprehensive paper on Prevent would be presented at the December meeting.	**Action: Mr Veltman December 2025**
130	The College continued to participate in Channel Panel meetings. In the absence of the designated lead (currently on leave), responsibilities have been covered by senior staff. No significant concerns had been identified at this stage.	
131	**Resolved:** Governors received the Safeguarding update.	
	25/170 – Equality & Diversity update	
132	Governors received the update on Governor compliance with Equality and Diversity training.	
133	It was noted that one Governor was due to complete training and had been contacted via HR and asked to complete training where this was outstanding. Governors were encouraged to complete outstanding training.	
134	**Resolved:** Governors received the Equality & Diversity update	
	25/171 – Health & Safety update	
135	Governors were referred to the update on Health and Safety provided as part of agenda item 25/168 – Audit Committee update.	
136	**Resolved:** Governors received the Health and Safety Annual Report 2024/25 and Development plan 2025/26.	

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	25/172 - Governance Issues	
137	Governors agreed to complete and return the Code of Conduct, Declaration of Eligibility and Interests and the Declaration of Fit and Proper persons forms if they hadn't already done so.	
138	Mrs Taylor-Holmes referred Governors to the updated Code of Conduct and the changes detailed in the report.	
139	Governors were also asked to complete the request for information to complete the DfE Workforce return for Governors.	
140	**Resolved:** Governors approved the Code of Conduct, Declaration of Eligibility and Interests and the Declaration of Fit and Proper persons forms.	
	25/173 – Chair's report & Feedback from Governors	
141	Governors received the Chair's Report detailing activity undertaken since July 2025.	
142	Mrs McGladdery referred to her report and referred to a number of highlights.	
143	Higher Education Degree Ceremony – Mrs McGladdery commented on the well-organised and memorable event, marked by a poignant moment when the family of a student who had sadly passed away attended to receive his award. Mrs McGladdery commended staff for the professionalism and care shown throughout the ceremony and referred to the excellent relationships between staff and students.	
144	Record-Breaking Open Event – Mrs McGladdery explained that she had attended the College open event which had been the most successful open event to date, with exceptionally high attendance and strong parental engagement. Parents asked detailed and probing questions about qualifications and progression routes, reflecting growing confidence in the College's offer.	
145	Mrs McGladdery commented that the event demonstrated the College's strong reputation in a competitive market and thanked staff for their hard work in delivering such a positive experience.	
146	Employer Advisory Boards – Mrs McGladdery expressed appreciation to Governors who volunteered to support these sessions, noting the constructive dialogue with local employers and the value of collaborative engagement in shaping curriculum	

Min. Ref.	Minutes	Actions
	and skills priorities. It was noted that the first session had been held with terms of reference agreed and plans in place for meetings during 2026.	
147	Mr Malone referred to the recent Hello Uni event which had been held earlier than it had in previous years. There was standing only room at the event. The College was hopeful that the interest in the offer would be positively reflected in HE numbers in the 2026/27.	
148	Mrs McGladdery confirmed that she had also approved the Safeguarding Policy utilising Chairs action as discussed at the Curriculum, Quality and Standards Committee meeting held on 12 June 2025.	
149	The Chair concluded by acknowledging the continued "buzz" within the College and reiterated thanks to staff for their commitment to student success and community engagement. Mrs McGladdery thanked Governors to their continued commitment and support of the Governing body.	
150	**Resolved:** Governors received the Chair's report.	
	25/174 Risk Management	
151	Mr Harrison provided an update on the College's current risk register and the management process. It was noted that, as in previous years, the Senior Leadership Team (SLT) had undertaken a comprehensive review of the 2024–25 Risk Register. Few changes were made overall; however, several key updates were highlighted:	
152	New Risk Identified: A risk has been added relating to the implementation of Ofsted's new inspection framework. Specifically, concern was raised that inconsistent or unfair application during the initial rollout could adversely impact the College. While the College continued to prepare thoroughly, it was acknowledged that this risk could not be fully mitigated until the framework became more used and familiar to Inspectors.	
153	Amended Risk Title: The risk previously concerning capacity issues had been updated to: "Failure to provide new 16–18 learners with their first-choice course due to limited accommodation and resources." This reflected recent experience where some learners were placed on waiting lists or offered alternative courses because of constraints in workshop space and estate capacity. Governors	

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	noted that this linked to the ongoing Estates Master Planning work.	
154	New Project Risk: A risk has been added regarding delivery of the FA Foundation 3G pitch project on time and within budget. This includes managing curriculum disruption and displacement during construction and ensuring contractors adhere to agreed timelines.	
155	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 this had been discussed as part of agenda item 25/161.	
156	Governors were supportive of the inclusion of the Ofsted-related risk, recognising the potential variability in early inspections under the new framework.	
157	No further amendments were proposed. Governors expressed confidence in the mitigation strategies in place and noted the importance of ongoing monitoring.	
158	**Resolved**: Governors received the Risk Management update and approved the Risk Register and agreed that the risk management approach remained comprehensive and proactive, with appropriate adjustments made to reflect emerging challenges.	
	25/175– Dates of future meetings	
159	***It was noted that Governor devices would be circulated to those Governors who had confirmed that they wanted a specific College device as part of the forthcoming meetings.***	
160	• Curriculum, Quality & Standards Committee – Thursday 27 November, 5pm – in person & MS Teams • Senior Staff Employment Committee – Monday 1 December 2025, 4.00pm, MS Teams • Joint F&R and Audit Committee – Monday 1 December 2025, 5.00pm, MS Teams • Finance & Resources Committee - Monday 1 December 2025, 6.00pm, MS Teams • Corporation Board – Thursday 11 December, 5.00pm – venue / MS Teams to be confirmed	

Approved as a true and accurate record at the Corporation meeting held on 11 December 2025