



## FURTHER EDUCATION CORPORATION MEETINGS 2024/25

### MINUTES OF THE FURTHER EDUCATION CORPORATION MEETING Held at 5pm on Monday 10<sup>th</sup> March 2025 Nelson and Colne College, Room NB010/11

**Board Members present:**

Phil Wilkinson (Corporation Chair), Helen Curtis (Corporation Vice Chair, and meeting Chair), David Whatley (Corporation Vice Chair), Lisa O’Loughlin (Principal and CEO), Steve Campbell, Chris Kenyon, Melissa Conlon, Liz Sedgley, Gemma Marsh, Sarah Applewhite, Arif Ahmad, Darren Hutton, Jenifer Burden, Aqil Javed (Staff Governor), Emily Jayne Austin (Student Governor) and Gill Sharples (Staff Governor)

**In attendance:**

David Rothwell (Deputy Principal – Finance and Resources)  
Tracey Baron (Group Executive Director – Quality)  
Leyanne Fitzmaurice (Assistant Principal – Student Experience and Support)  
Fionnuala Swann (Vice Principal – Academic Curriculum)  
Claire Jarvis (Assistant Principal – Finance and HR)  
Morag Davis (Group Executive Director - Strategy and Transformation)  
Andy Parkin (Vice Principal – Technical and Adult Education)  
Joy Sharpe (Vice Principal - Quality)  
Louise Marsden (Vice Principal – Marketing and Brand Strategy)  
Andrew Dewhurst (Vice Principal – Sales and Partnerships)

Debbie Corcoran (Director of Governance)

**Item 1.**

**1.1 Welcome and apologies for absence**

Helen Curtis (Vice Chair of the Corporation) welcomed everyone to the meeting and was confirmed as the Chair for the meeting given Phil Wilkinson (Corporation Chair) needed to attend online. Special welcome was shared with Jenifer Burden MBE, attending her first formal meeting since joining the Corporation.

Apologies for the Board meeting were received from Simone Hartley-Gott (Student Governor) and from Matthew Hirst (Fusion) who had been attending for item 4.4 Estates Strategy. Given Matthew’s apologies it was agreed that the item will be deferred until the May Board Awaydays, however the Deputy Principal (Finance and Resources) will draw out a related matter for Board consideration today.

The Director of Governance confirmed quoracy.

**1.2 Declarations of Interest**

Members and officers present declared they had no interests, personal, fiduciary, or otherwise in any item on the open agenda for the meeting – with the exception of consideration of appointments to a Committee and Lead Governor role under item 1.4

Matters Arising, and item 2. Appointment of Corporation Chair, where members under consideration for the roles will step out.

### **1.3 Consent Agenda Items**

*Submitted: Items as below*

Members noted this was a new approach being trialled following a suggestion in the recently completed External Review of Governance (ERG), to support efficient consideration of routine and uncontentious items. The Director of Governance had proposed a number of items or matters for consideration in the consent agenda section, agreed by the Corporation Chair. The items were likely to require little discussion and could be moved through quickly. Consent agenda items had been shared with members, who had been asked to confirm if they would like to take any items out of the consent agenda section, and it was confirmed that no request was made. It was noted that questions could and would still be asked in the meeting. The approach relied on members reviewing the proposed consent agenda items and notifying to the Director of Governance if an item should be moved, and this movement would be actioned if any member/s requested it.

**Resolved: That following consideration of consent agenda items:**

- a) **Draft minutes from the 16<sup>th</sup> December 2024 Corporation meeting are approved**
- b) **Management accounts and financial performance position as at 31 December 2024 are received and noted with fuller review of financial position later in the agenda**
- c) **Policies requiring Board approval and circulated prior to the meeting (**Travel and Expenses Policy and Succession Planning Policy**). 2 questions received in relation to the Travel and Expenses Policy, with the Assistant Principal Finance and Resources confirming that payment of additional hours due to residentials and/or for additional duties above the usual working week is covered in other policies; policy does not include vaping in College vehicles and will be extended at members request. Succession Planning Policy, note members agreement to i) inclusion of principles for the approach to SPH to remain in this policy and not be separated out, with Remuneration Committee to review 'Our Goals' and any additional performance aspects for SPH at the start of academic year ii) exclusion of SPH in supporting template when overseen by SLT and iii) assurance that usual approach is for external advertisement of vacancies alongside succession planning. Both policies are **approved subject to these changes and assurance.****
- d) **Triple A (Capital Estates and Sustainability Committee 3<sup>rd</sup> February 2025 and Quality and Standards Committee 11<sup>th</sup> February 2025) are received and noted**

### **1.4 Matters Arising**

*Submitted: Reports (circulated in meeting papers) and draft Part 2 minutes from 16<sup>th</sup> December 2024 Board meeting (circulated by email to all, and to independents only for SPH items)*

*Presented by Debbie Corcoran (Director of Governance)*

**Resolved: That the Board of Corporation:**

- a) **Receive and note the matters arising log**
- b) **Approve the Part 2 confidential minutes from the 16<sup>th</sup> December 2024 Corporation meeting**
- c) **Note the Board has approved the written resolution dated 13 February 2025**

*Jenifer Burden left the meeting.*

The Director of Governance confirmed that following her email inviting expressions of interest for the roles of Vice Chair of Quality and Standards Committee, and Lead Governor

	<p>for Skills and Careers, Jenifer Burden had stepped forward for both opportunities. Following member’s consideration, she was appointed to the roles.</p> <p><i>Jenifer Burden returned to the meeting, was thanked for her support and updated on the appointments.</i></p> <p><b><u>Resolved:</u> That the Board of Corporation appoint Jenifer Burden as Vice Chair of Quality and Standards Committee, and Skills and Careers Lead Governor</b></p>
<p><b>Item 2.</b></p>	<p><b>Appointment of Corporation Chair</b></p> <hr/> <p><i>Submitted: Report (circulated in meeting papers)</i>  <i>Presented by Debbie Corcoran (Director of Governance)</i></p> <p><i>Phil Wilkinson left the meeting.</i></p> <p>Following the Director of Governance’s communication to the Board on 5<sup>th</sup> February 2025, given the end of the Corporation Chair’s current appointment, all eligible members had been invited to step forward should they wish to be appointed Chair. Phil Wilkinson had expressed his willingness to be re-appointed and had been proposed by David Whatley and seconded by Helen Curtis (the 2 Corporation Vice Chairs). Members considered and approved re-appointment for a second term of 3 years, ending 31 March 2028, with a parallel extension to his term of office as a Board member.</p> <p><i>Phil Wilkinson returned to the meeting - the re-appointment and extension to term of office was confirmed and member’s thanks shared for his continued leadership, support and commitment to the Board and College.</i></p> <p><b><u>Resolved:</u> That the Board of Corporation extends the appointment of Phil Wilkinson as Chair of the Corporation, and term of office as a Board member, to the 31 March 2028</b></p>
<p><b>Item 3.</b></p>	<p><b>Principal’s Report (including Key Performance Indicators KPIs)</b></p> <hr/> <p><i>Submitted: Reports (circulated in meeting papers)</i>  <i>Presented by Lisa O’Loughlin (Principal and CEO)</i></p> <p>The Principal shared headlines from the report, which draws together aspect from college life. Areas covered and reviewed included:</p> <ul style="list-style-type: none"> <li>• student experience - including learner voice and resulting actions from the recent Campus Principal Forums, QDP learner survey and work to embed the RESPECT charter</li> <li>• safety and wellbeing, including the College response to recent regional, national and global incidents of knife crime near educational establishments – with critical incident and campus security being updated in response to staff voice previously reported</li> <li>• quality focus since Ofsted inspection, with external Self Assessment Report (SAR) validation completed on 13<sup>th</sup> January and enhanced Quality Improvement Plans (QiPs) developed and scrutinised at the recent Quality and Standards Committee meeting, along with noting excellent progress on the majority of strategic Areas for Improvement (Afls)</li> <li>• educational standards and performance - the Board were pleased to note that Nelson and Colne College has achieved number one college in the country for academic and vocational progress. English and maths November resit results are very positive and are ahead of 2023/24 final outturn national averages. In-year retention for adult and 16-18 learners is strong.</li> </ul>

	<p>Board noted that the 16-18 application pipeline is showing green shoots of potential growth and is in a shape which is in line with strategy. While 16-18 numbers are ahead of ESFA contract, they are lower than the 2024/25 Key Performance Indicator (KPI) for as reported at December Board. Given the recruitment pressure in Higher Education (HE) and Apprenticeships, the Principal and leadership team are completing recruitment focused deep dive strategic reviews for both Apprenticeships and HE, which will be shared with the Board at the May strategy awaydays. Members noted that the recruitment position, coupled with pay cost increases is impacting EBITDA and the 2025/26 budget at mid-year reforecast. The report assured on plans in development to deliver cost reduction to support the College Group’s ongoing financial sustainability and ability to invest.</p> <p>The Principal shared information from the FE Commissioner team in relation to the opportunity to participate in a structure and prospects appraisal (SPA) for Furness College. Members considered the position and the fit with the College strategy and priorities, and it was agreed not to progress.</p> <p>In relation to Key Performance Indicators (KPIs), the current performance position was reviewed and noted.</p> <p><b><u>Resolved:</u> That the Board receive and note:</b></p> <ul style="list-style-type: none"> <li>a) the Principal’s Report, and key updates within</li> <li>b) the 2024/25 Key Performance Indicators (KPI) position</li> </ul>
<p><b>Item 4.</b></p>	<p><b>Strategic Discussions</b></p> <hr/> <p><b><u>4.1 Equality Diversity and Inclusion (EDI) Annual Report</u></b>  <i>Submitted: Reports (circulated in meeting papers) and summary slides tabled in the meeting Presented by Fionnuala Swann (Vice Principal – Academic Curriculum) for learners; Claire Jarvis (Assistant Principal – Finance and HR) for people and Debbie Corcoran (Director of Governance) for Board composition</i></p> <p>The Vice Principal set out the context for the EDI annual report, which offers assurance to the Board on the College’s position and approach in respect of the statutory duty and requirements on FE Colleges in relation to EDI and progress in the Board and Group’s ambition to not only meet but exceed requirements and demonstrate excellent practice. The report supported the Board in being assured on both the College Group’s compliance against the public sector equality duty (PSED) as set out in the Equality Act 2010, as well as against Ofsted’s testing in inspection of whether a college achieves equal access to high-quality education for all learners and delivers a broad, rich and deep education for all. The importance of inter-sectionality was recognised, with the learner report including but not being limited to consideration of learner experience and achievement against protected characteristics (such as gender, race and for learners who are high needs or SEND).</p> <p>Links to the publicly available Equality Diversity and Inclusion (EDI) Policy had been shared, along with the latest EDI action plan approved by the Board, covering 2024-28.</p> <p>From a learner perspective, the Vice Principal set out the learner profile for the Group and each campus, analysed by gender, ethnicity, SEND and disadvantage. Learner outcomes in relation to achievement and progress had been analysed, evidencing that:</p> <ul style="list-style-type: none"> <li>a) Gender - No significant gaps in overall achievement for 16–19-year-olds or adults. Young males make slightly higher progress in Maths, although both show positive progress</li> <li>b) Ethnicity - Higher achievement for White British Ethnic group (88.6%, compared to BME 93.5%). BME achievement at Nelson is proportionally higher than that of students in the White Ethnic group (compared with Accrington)</li> </ul>

- c) SEND - No significant gaps in achievement for 16-19 learners. Adults with SEND do not achieve as well as their non-SEND counterparts – 92.9% compared with 97.1%
- d) Disadvantage - No significant gaps in overall achievement for young people. Overall achievement for disadvantaged adults is very high, although it was noted that there is a gap in the achievement of functional skills level 2

Performance against the 2023/24 actions and measures was considered, with 2 main risk areas for focus moving forward and 2 new actions resulting for progress in 2024/25. These related to improving data collection methods to ensure the College has data on all protected characteristics and creating an EDI dashboard to support with monitoring. The Principal updated on institutional, partnership and community approaches to support cohesion – including developments through the government’s national curriculum and assessment review.

The Assistant Principal (Finance and HR) summarised the EDI staffing report, which shared key workforce analysis (covering gender, age, disability and ethnicity), strategic progress in the past year, strategic insights and also challenges and areas for improvements. Benchmarking data had been provided from a variety of sources, such as the Office for National Statistic (ONS) 2021 census and gender pay gap reports, as well as the latest DfE FE Workforce Data Collection 2022/23. Positively, 90% of staff agree that the College Group provides an inclusive environment, which is above benchmark – and the College has retained Disability Confident Employer and Mindful Employer status. In relation to areas of focus, members noted continued actions in place to support leadership diversity and also enhance data collection, and to enable gaining greater insights from the perspective of sexual orientation, religion and gender identity. Members explored why staff may hesitate to offer such data, and shared approaches in other industries which have proven successful. It was noted that work is progressing and impact achieved. Linkages will be made with the AoC to consider how to identify and address if there is any unconscious bias around staff recruitment, as well as delivery of training for staff on interview panels and also the review of the process and wording of adverts and recruitment materials.

The 2024 Gender Pay Gap report had been shared for review and approval, with the Assistant Principal drawing out that the mean gender pay gap in the College Group is 1.13%, well below the education sector average of 12.5% and lower than the position across Lancashire Colleges. Members supported the resulting areas of focus from an EDI staffing perspective, which along with the expansion and improvement of data collection from staff included relaunching and promoting the Group’s EDI commitment to staff; implementing structured EDI training for hiring managers; introducing targeted recruitment strategies for leadership diversity and also engaging external support for EDI and policy development.

The Director of Governance summarised the annual report on Board composition from an EDI perspective. The report and analysis provided 3-year trend information in respects of protected characteristics and additional characteristics agreed with the Board for monitoring (place of residency and also highest qualification). Members were thanked for completing their annual EDI returns, with a 100% return rate noted. Benchmark information for Board composition had been included from the DfE’s latest data return completed by FE Colleges and submitted to the DfE annually. Key observations were set out and considered by members, particularly in relation to recruitment and succession planning. It was noted that ethnicity of the Board is an improved position in terms of diversity, and is in line with Lancashire population demographics, with continued approaches in place to support increased Board diversity and understanding of lived experience given the diversity of students and closest local communities served by the College Group.

Given the high number/% of Board members within their first four years of office, almost double the sector average, the continued importance of induction and support was recognised and value of retaining ‘organisational memory’ etc. It was noted that there is one more Board member who has served over the 8 years term of office, with the rationale for

this recorded given a maximum term of office of 8 years is usual. The report had noted that the recent ERG had given independent assurance on EDI. Members considered the introduction of a new Lead Governor for EDI however were satisfied on current arrangements and valued direct assurance.

The Vice Principal, Assistant Principal and Director of Governance were thanked for the insightful reports and assurance in this key statutory area of Board responsibility.

**Resolved: That the Board:**

- a) receive and note the annual Equality Diversity and Inclusion (EDI) report
- b) approve the 2024 Gender Pay Gap Report and its publication

**4.2 People Strategy and Annual Human Resource (HR) Statistics**

*Submitted: Reports (circulated in meeting papers) and summary slides tabled in the meeting Presented by Claire Jarvis (Assistant Principal – Finance and HR)*

The Assistant Principal shared the update on the 2024-2030 People Strategy, which is noted to align with the broader Strategic Plan and was approved by the Board in October 2024. The update focused on an overview of workforce changes, progress towards strategic objectives, employment legislation updates, priorities for 2025 and focused on the 5 key themes within the People Strategy: i. Attract, Recruit, Retain ii. Reward and Recognise iii. Engage iv. Develop Talent and v. Health, Wellbeing, and Inclusion. The report was accompanied by annually presented HR statistics for 2023/24, which had been expanded and improved as a data set since the last update and now provide a clearer baseline to focus activity. The availability of benchmarking information was limited by national availability of data reducing, however was provided where it could be, along with trend analysis.

Members noted in relation to the headline position that the College Group workforce has increased by 3.5% over two years, with there being 619 permanent or fixed-term staff and 100 casual employees at the end of 2023/24. The diversity of the staff base has improved, with minority ethnic representation increasing +3% points. Staff pay costs are within the College KPI, being 68.6% of income against a KPI target of 70%, but above sector benchmark. Financial and employment law considerations were set out for members awareness and included upcoming employment legislation changes such as neonatal care leave (April 2025) and potential reforms to employment rights affecting dismissal protections and flexible working.

Key priorities for 2024/5 were considered and supported by the Board, including:

- Settling the January 2025 pay award for all staff
- Re-aligning the cost base, to support continued ability to invest and ongoing financial sustainability
- Enhancing employer branding and developing targeted recruitment materials
- Supporting organisational structure redesign for curriculum and strategic alignment
- Improving staff induction processes and launching a recognition framework
- Strengthening digital systems and processes to improve engagement and satisfaction
- Addressing an increase in stress-related absences through a new Staff Wellbeing Policy and action plan
- Improving opportunities for, and engagement with, Industry Upskilling in curriculum
- Implementing the Succession Planning framework and introducing Executive Coaching
- Improving EDI data collection

In discussion, members noted we are not at 100% of staff having objectives and were assured on steps in place for this to be addressed. Internal data collection and tracking of reviews has significantly improved in-year, with internal promotions recorded for the first time for example and this data collection forming a baseline position for measurement in future years. In relation to the increase in absence due to stress, members sought to understand if

this was work related or personal stress. The Assistant Principal shared that there is sometimes not a clear distinction between the two, and it can change over time, with the College Group's focus being on supporting staff to build personal resilience which helps in all areas of life. Members were assured that consideration will be given to understand if there are any trends in work-related stress by role type and staff member characteristics such as ethnicity and disability. Reflecting on the levels of staff satisfaction, and importance of the People Strategy and workforce satisfaction, wellbeing and happiness, [it was agreed](#) that the May awaydays will include consideration of this further. It was recognised that happiness is not always solely or primarily due to salary, and a rounded approach is needed. The value of in-year pulse surveys of staff views for ongoing insight and temperature checks was shared by members from their own organisation's perspectives and experience.

The Assistant Principal was thanked for the report in this important area for Board oversight.

*Aqil Javid left the meeting.*

**Resolved:** That the Board receive and note the annual People Strategy update and HR statistics

**4.3 Mid-Year Financial Update 2024/25 and Financial Planning 2025/26**

*Submitted: Report (circulated in meeting papers) and summary slides tabled in the meeting Presented by David Rothwell (Deputy Principal – Finance and Resources)*

The Deputy Principal shared headlines from the report, which set out an update on the mid-year financial position for 2024/25 with a full year re-forecast and indicative early planning financial performance estimates for 2025/26. Thanks were shared with Claire Jarvis (Assistant Principal), the senior leadership team, and finance team for their inputs. Members noted that the report is produced on a 'consolidated' basis, summarising the financial performance at a group level, incorporating the College Group's 2 subsidiaries, NCC Professional Services Limited and NCC Energy Services Limited. As always, an approach had been taken of prudential and cautious realism in the forecasts, with risks explicitly set out and to be managed to an acceptable level.

The 2024/25 position against financial KPIs agreed by the Board was noted to be as follows:

Summary financial performance						
Financial performance measure	2024/25 Mid-Year Reforecast	2024/25 Original Budget	2023/24 Outturn	2025/26 Estimate	2024-26 Strategic target*	RAG
Education Specific EBITDA as % of income	3.0%	3.9%	4%	2.4%	>=6%	Red
Borrowing as a % of income	15.7%	14.6%	5.2%	14.5%	<20%	Green
Cash days in hand	102	98	99	80	>75	Yellow
Adjusted current ratio	2.3	2.1	1.9	2.3	>/=2.0	Green
Staff costs as a % of income	69.9%	69.4%	68.6%	71.5%	</=70%	Red
Staff Utilisation	96%	97%	97%	97%	</=97%	Green
Financial covenants overall compliance	Yes	Yes	Yes	No	Yes	Yellow
ESFA Financial Health category	Good	Good	Good	Good	>/=Good	Green

In relation to the update provided on the 2024/25 position, members noted that there is a shortfall of income against the target, and that whilst the cost base is on track, this has weakened EBITDA and increased risks. Forecast Financial Health remains 'Good' for this year and next, however given financial performance is below the ambitions set by the Board, corrective action is needed to generate a c£1mn efficiency which will maintain the positive solvency position over future years and generate the levels of cash needed for sustained investment over time. This correction would address that the current cash reserve forecasts bring the Group close to the minimum strategic target and also mitigate risks in relation to bank loan covenants for 2025/26 and recognise factors such as higher debt servicing obligations from April 2025 onwards.

A comprehensive update was shared in relation to 2025/26, to support forward planning, and covered the position in relation to funding rate increases/uplifts or reductions (depending on the funding stream). Members noted that there will be support for FE Colleges from the government for the increase in national insurance contributions, however confirmation is still needed on whether this will be 100% of the additional costs. Pay expectations are likely to continue to outstrip affordability, and no provision for a pay award has been included in the College Group's financial planning for 2025/26 at this stage for January 2026.

Members also considered the update given on the external environment, including government spending plans, likely priorities in the Chancellors Spring Statement and Spending Review in summer 2025, as well as the developing position in relation to public sector pay expectations and implications of the Treasury efficiency target. Members were assured that given these factors, the required corrective action is in train, with an update to be provided at the May Board awayday, alongside a full draft budget for 2025/26 and financial plan estimates for 2026/27 being considered. Members welcomed that the timings for production of the 2025/26 draft budget have been brought forward to support earlier consideration and strong assurance. An update was provided on the value gained through the College Group's voluntarily accessing the FE Commissioner's Curriculum Efficiency and Financial Support Service (CEFFS).

Members discussed at what point the corrective action will deliver savings and [it was agreed](#) that each Board meeting will receive an update on the cost reduction programme's implementation and impact, with a clear profiling to ensure oversight and ability to flex in-year if needed. It was recognised that efficiencies in non-pay activities will be achieved faster than those related to pay. Members were assured that the Group's risk register and framework is updated, and the Board's view on risk appetite is reflected in the efficiency programme and response. As there was an increase in several areas of risks, members considered that the governance structure does not include a Finance and Performance Committee to support finer grain assurance for the Board. Given the timings and importance of the programme, [it was agreed](#) that the Board of Corporation will receive information on finances earlier than the usual 1 week before the May Board meeting to support consideration and reflections.

The Deputy Principal was thanked for the clear report and sharp focus on mitigating risks, with strong Board assurance and oversight.

**Resolved: That the Board receive and note the Finance Report and approve the mid-year reforecast estimates**

#### **4.4 Estates Strategy**

*Submitted: Report (circulated in meeting papers) and summary slides tabled in the meeting Presented by David Rothwell (Deputy Principal – Finance and Resources)*

	<p>The update on the Estates Strategy <a href="#">was agreed</a> to be deferred to the May Awaydays, given Mathew Hirst’s apologies.</p> <p>The Deputy Principal summarised the information shared with the Board to update on procurement of the schemes to develop Industry Innovation Hubs (IIHs) in both digital and cyber, and health and social care at the Accrington campus. The related professional tender evaluation and recommendation for main contract award had been shared with the Board for their consideration, along with updated financials for the projects. Confirmation was given that tender costs are in line with budget provision (c£1.85mn), and the positive position that the potential cost over-run shared with the Capital Estates and Sustainability Committee previously had been removed through the tender process.</p> <p>Members asked and were assured that the timescales for the projects are realistic and achievable, and that the exciting images from the developments will be shared and used pro-actively for promotion to support recruitment. Members queried if the number of beds in the health and social care IIH were sufficient, and the pedagogy, use of the space and approach to continuing professional development (CPD) was explained to assure. It was noted that the College Group is working closely with the East Lancashire Hospital Trust (ELHT) on the development to ensure the space is industry standard and replicates the teaching of nursing and allied health professional staff in hospital settings, with use of virtual technology and the VR igloo also. When reviewing the images of the 2 new Hubs, Melissa Conlon (Board Member) was <a href="#">thanked for her offer</a> of insight around planning and utilisation of VR/cyber screens, in relation to the digital and cyber IIH, and David Rothwell will liaise.</p> <p>The professional team’s recommendation that Rosslee Construction Ltd be appointed as the main contractor for the Hubs through the tender process, and the associated costs, was approved.</p> <p><b><u>Resolved:</u> To receive and approve the professional recommendation resulting from the procurement exercise, and appoint Rosslee Construction Ltd as the main contractor for the Industry Innovation Hubs (digital and cyber, and health and social care) at Accrington campus, at a contract value of £1,199,442 inc. VAT</b></p>
Item 5.	<p><b>Items to receive or approve</b></p> <p>There were no items to receive or approve. It was noted that if any members had asked for items on the proposed consent agenda to be discussed, then this space in the agenda would have been utilised. Members acknowledged the importance of their quick and timely review of the Director of Governance’s advance notice of proposed consent agenda items moving forward, to allow for any changes to be made.</p>
Item 6.	<p><b><u>Any Other Business</u></b></p> <p>There were no items of any other business.</p>
Item 7.	<p><b><u>Closing Section – Reflections on the meeting/Group values, review of risks and any other business</u></b></p> <p>David Whatley (Corporation Vice Chair) led the review of reflections against the meeting and on key risks emerging, which will be considered in the ongoing review of the Risk Register.</p>

- Changes in risks recognised in relation to achievement of the College Group Strategy and ambitions – reduced risks around governance and academic quality and outcomes, with assurance through Ofsted inspection outcome and external review of governance, progress and impact through the Afls and Quality and Standards Committee triple A assuring on continued progress and ‘we never stop at good enough’
- Values demonstrated throughout (HR strategy, financial and estates investments) and financial risks set out explicitly, with current and continued assurance and oversight by the Board, and track record of delivering required efficiency programmes previously when needed
- Continued expertise and stability with re-election of the Corporation Chair
- Consent agenda approach has worked well, and to continue

Members were invited to share direct feedback from student/staff engagement opportunities, events and learning and development:

- Recent Campus Principal forum (13<sup>th</sup> February, Accrington campus) and particular insight into learner views on digital investments noted
- Afl Board Insight session (10<sup>th</sup> February) on Law Justice and Protective Services, incredibly useful and valuable insight, well attended, online format works better, thanks for leader’s openness and clear analysis of opportunities and challenges
- David Whatley shared feedback and insight on the ETF leadership course for Chairs, led by Kings College, including valuable insight from other sectors and leadership skills
- College had a large cohort of students attending the North West Ambulance Service (NWAS) event promoting careers in medicine/related services, unfortunately affected by crash on the M65, other opportunities in place
- Melissa Conlon updated on her involvement with a Department for Science Innovation and Technology (DSiT) panel supporting the development of robotariums, with opportunities for related College learning and curriculum insight

**Vote of thanks to Gemma Marsh**

A vote of thanks was shared with Gemma Marsh, as this was her last meeting as a Board member, ahead of her new role beginning as Deputy CEO of Skills England. Members shared their congratulations with Gemma on her new position and looked forward to linking with her in the new role – with warm thanks for her support, insight, expertise and commitment during her time as a valued Board member.

**Debbie Corcoran**  
**Director of Governance**

**Signed as an accurate record by the Chair of Corporation**



**Name:** Phil Wilkinson  
**Date:** 22 May 2025