



FURTHER EDUCATION CORPORATION MEETINGS 2024/25

MINUTES OF THE FURTHER EDUCATION CORPORATION MEETING
Held at 4pm on Monday 7th July 2025
At Accrington and Rossendale College

Board Members present:

Phil Wilkinson (Corporation Chair), Helen Curtis (Corporation Vice Chair), David Whatley (Corporation Vice Chair), Lisa O’Loughlin (Principal and CEO), Chris Kenyon, Liz Sedgley, Darren Hutton, Jenifer Burden, Gill Sharples (Staff Governor) Steve Campbell, Arif Ahmad, Simone Hartley-Gott (Student Governor), Aqil Javed (Staff Governor) and Emily Jayne Austin (Student 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) to item 2.2
 Claire Jarvis (Assistant Principal – Finance and HR)
 Andy Parkin (Vice Principal – Technical and Adult Education)
 Joy Sharpe (Vice Principal - Quality)
 Sam Mercer (Assistant Principal – Performance and Planning)
 Louise Marsden (Vice Principal – Marketing and Brand Strategy)
 Andrew Dewhurst (Vice Principal – Sales and Partnerships)

Debbie Corcoran (Director of Governance)
 Saiqa Zulfquar (Head of Division at the College Group) - observer

Item 1.

1.1 Welcome and apologies for absence

Phil Wilkinson (Chair of the Corporation) welcomed everyone to the Board meeting, including Saiqa Zulfquar (Head of Division at the College Group) who was attending as an observer. The Chair acknowledged this was the first Board of Corporation meeting since DfE had formally approved the Corporation and College name change to East Lancashire Learning Group (ELLG). The Principal was thanked for her leadership to progress the change, and the Board looked forward to the public launch of the new name and associated brands on the 1st September.

Apologies for absence were noted from Melissa Conlon and Sarah Applewhite (Board Members), with the Board sharing their best wishes with Sarah during her absence from work – and Morag Davis (Group Executive Director - Strategy and Transformation). 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:

- item 3.4a where members would leave if their term of office is under review

- item 3.4b on Pendle Education Trust (PET) where Steve Campbell and David Whatley would step out

1.3 Consent Agenda Items

Submitted: Report and supporting papers circulated with papers, items as below

Members noted that the Chair had agreed to propose a number of items to be considered as consent agenda items in today's meeting, and no members had asked for items to be moved to the main agenda.

RESOLVED: That following consideration of consent agenda items:

- Draft minutes of the 22 May 2025 Board meeting - approved
- The following policies were approved: E-safety Policy; Acceptable Use of IT Policy; Freedom of Information (Fol) Policy; IT Disaster Recovery Plan; Data Protection Policy; Complaints Policy and Procedure; Fees Policy 2025-26; Equality, Diversity and Inclusion (EDI) - with the Fol Policy [to be updated](#) to include reference to Lancaster University. Members noted that the following 3 policies had been reviewed, and no recommendations made for changes: Data Breach Notification Procedure; Data Retention Policy and Information Security Policy. The Principal confirmed that the standard wording in College Group policies is under review and [it was agreed](#) that where a policy relates to a statutory Board accountability or responsibility, this will be made clear in all updates
- Triple A report was received and noted from the following Committees: Capital Estates and Sustainability Committee (16 June 2025); Audit Committee (10 June 2025); Search and Governance Committee (18 June 2025) and Quality and Standards Committee (24 June 2025). In relation to Committee recommendations the Corporation:
 - Approved the 2025/26 Internal Audit Plan
 - Approved the Financial Statements planning 2024/25 report
 - Received and noted RSM's FE Emerging Issues publication
 - Noted the mapping against the FE Commissioner letter on good governance and FEC intervention at Weston College, and approved actions for progress through the Governance Development Plan (GDP)
 - Approved the Corporation learning and development priorities for 2025/26, informed by the annual skills audit
 - Approved The Quality Strategy
 - Approved The Be Phenomenal Strategy

1.4 Matters arising and matters to formally note

Submitted: Matters arising log (circulated in meeting papers)

Presented by Debbie Corcoran (Director of Governance)

The matters arising log was received and noted. The Board noted the application of the College Seal to the following, since the prior Board meeting: *Application of the College Seal on 24 June 2025 to the contract with Rosslee for the remodelling of existing space to form new digital/cyber and health/social care curriculum, at a cost of £999,535.42 exc. VAT.* The Board formally noted receipt of management accounts with the financial position as at 31 May 2025, and correspondence from DfE confirming the College Group's financial health grade.

RESOLVED: That the Board of Corporation:

- **Receive and note the matters arising log**
- **Note the application of the College Seal**
- **Note receipt of the May Management Accounts and DfE correspondence confirming financial health grade and circulation of the Governor Dashboard**

1.5 Principals Report (including Key Performance Indicators KPIs)

Submitted: Report (circulated in meeting papers)

Presented by Lisa O'Loughlin (Principal and CEO)

The Principal drew out headlines from her report, with key updates noted and considered with the Board including:

- Strong progress on strategy and an overall positive performance
- Improved student experience – with positive impact on campus safety and security, and additional assurance and insight provided through the Board attending Campus Principal forums with learners and the successful 'Meet the Governor' session held recently
- Headline predicted achievement is ahead of 2024/25 and in key priority areas
- Significant improvement evidenced in the Strategic Areas for Improvement (Afls) with 3 areas no longer an AFI for 2025/26
- Strategic AFIs for 2025/26 have been considered with Quality and Standards Committee and are:
 - Engineering Apprenticeships
 - Beauty Study Programmes
 - Construction and Motor Apprenticeships and Study Programmes
 - Business Study Programmes
- A review of key risks – noting that EBITDA for 2024/25 will outturn lower than budget at circa 3%, with further review and consideration in today's Finance Report and agenda item
- Significant improvement in the operating position through the Board approved Cost Reduction Strategy (CRS) with circa £2 million of savings already secured
- Stronger financial forecast position forecast from 2025/26 onwards, based on a budgeted surplus which is 5.8% in 2025/26 and above 6% in 2026/7 which leads to an improvement in the College Group's financial health
- Update provided on key strategies within the College Group's 2030 Strategy – Estates Strategy, Digital Strategy and the Recruitment, School Liaison and Brand Strategy, with Board welcoming positive developments set out in marketing, schools liaison and brand with the green shoots of growth emerging

Members asked for intelligence on the enrolment pipeline for 2025/26. The Principal confirmed that the position is holding overall at this stage compared to plan, with enrolments at Accrington campus ahead of plan, and enrolments at Nelson currently being slightly down year on year however the conversion rate is up and strong. Members discussed the emerging changes in enrolment in relation to curriculum mix and level. This will continue to be carefully and clearly considered in updates to the Board, in line with consideration against the College Group's strategy and ambitions.

It was noted that the annual review of Key Performance Indicators (KPIs) had been completed by the senior leadership team, with consideration in the review of factors such as the College Group's performance and likely out-turn in 2024/25, understanding and implications of demographic trends and the Board's continued ambition for excellence in outcomes and quality. In relation to the attendance KPI, Board members supported the ongoing and high degree of ambition, given its importance to positive achievements and outcomes for students.

Liz Sedgley joined the meeting

The resulting revised KPI dashboard for 2025/26 onwards was carefully considered, particularly in relation to achieving a balance between ambition and realism. Revisions to 9 KPIs had been proposed, which after review the Board supported in principle. [It was agreed](#) for the Board's awayday in October 2025 to further assure the revisions by including a session on the supporting methodology for changes, and to explore the continued use of 'best case' and 'worst case' modelling in the report. Consideration can also be given to relevant Committees also reviewing and assuring on the relevant KPIs in their first meetings

of the new academic year, and on an ongoing basis in their meetings - if this adds value to Board assurance and does not duplicate. In relation to the KPI for recruitment of 16-18 learners, assumptions on market share by geography were discussed and tested. Members were clear that the Group's ambition and strategy to achieve growth remains, with the current CRS supporting the Group's ability to invest and achieve sustainability to underpin and deliver this. [It was agreed](#) to reconfirm read across of the predicted out-turn position for GCSE maths achievement.

RESOLVED: That the Board of Corporation:

- a) **Receive and note the Principals Report and business as usual Key Performance Indicators (KPIs) for 2024/25**
- b) **Approve the forward look KPIs for 2025/26 through to the end of 2027/28 for implementation from August 2025 onwards, noting further consideration at the October 2025 Board Awayday**

Item 2.

STRATEGIC DISCUSSIONS

2.1 Curriculum Plan

Submitted: Report and presentation (circulated in meeting papers)

Presented by Sam Mercer (Assistant Principal – Performance and Planning)

The Assistant Principal summarised the report's overview of the College Group's refreshed curriculum business planning approach for the 2026/27 academic year and summary 2025/26 curriculum plan based on the curriculum planning meetings held with Heads of Division throughout 2024/25. The Board noted and was assured that the approach taken will further improve the accuracy of the College Group's business planning, reflects the complexity of the skills and qualification landscape and also ensures an evidence-based approach to ensure a well-informed Curriculum Plan. Timings have been brought forward to allow for meaningful review and consideration of evidence. The principles of the planning process ensure it is led by curriculum intent, informed and responsive to national policy and strategy, underpins and supports development of the Group's Accountability Agreement and also maintains quality and responds to curriculum reform. Members understood the significance of emerging findings and recommendations from the Government's Curriculum and Assessment Review (CARR), which the Principal is directly contributing to as she is one of only two representatives for FE Colleges on the Panel driving the national review.

Members were assured that the refreshed curriculum planning approach will maximise enrolments through internal progression, support curriculum efficiency through design, fully consider 'wrap-around' curriculum and also join-up 16-18 and apprenticeships to support coherence. The leadership team welcomed, and had incorporated, learning developed through the College Group choosing to access the FE Commissioner's (FEC) Curriculum Efficiency and Financial Sustainability Support (CEFSS) programme.

Board members considered that qualification reform has necessitated a fresh look at the level 2 study programme, given its importance in learner progression, with the College Group's offer set out for assurance. Members welcomed that the approach was informed by employers, with consultation with the College Group's Industry Boards planned to take place in autumn. Examples were shared to illustrate how employers are identifying gaps in curriculum, advising on curriculum content and confirming work-ready skills needed in their businesses and sector.

The 2026/27 timeline for curriculum planning was reviewed, noting that the calendar of business for Board meetings will reflect key updates for assurance and Board 'support and challenge' throughout the academic year. In relation to 2025/26, the Board considered the headline curriculum offer for both young people and adults, broken down by division or curriculum area, as well as the number of enrolments/students and the funding to be received.

In discussions, Board members noted that the areas of hair and beauty and sport showed reducing numbers of applications and asked how this is considered. The Principal confirmed changes to improve the competitiveness of the offer in these areas, and active consideration of focusing in particular markets should that be needed. Reflecting on discussions in the Corporation's Audit Committee, the Board discussed the current approach to commercial income generation in place at the Group. The priority is to focus on 16-18 growth, while securing cost reductions and efficiencies, however Board appetite in this area will continue to be considered in strategy development given the ambition and importance of income. It was recognised that development of an increased commercial offer would require investment and capacity.

RESOLVED: That the Board of Corporation receive and note the Curriculum Plan report

3.4b Pendle Education Trust (PET) Memorandum of Understanding (MoU) 2025/26

Submitted: Report (circulated in meeting papers)

Presented by Fionnuala Swann (Vice Principal – Academic Curriculum)

Note - agenda item taken out of order

David Whatley and Steve Campbell (Board Members) left the meeting and returned for the next item.

Board Members considered the draft MoU outlining the strategic partnership between the College Group and Pendle Education Trust (PET), reflecting that the College sponsors the PET. Members welcomed that the MoU will support both organisations' missions to raise attainment, promote inclusion, and enhance lifelong learning. It aims to strengthen transitions from PET secondary schools to the Sponsor College, promoting the full "Trust Journey" from primary to post-16 education, and encouraging adult and community learning through Lancashire Adult Learning (LAL). The partnership also seeks to bolster PET's leadership capacity and governance through College expertise.

Members welcomed the greater clarity brought through the MoU, oversight of delivery through a joint steering group, and monitoring of key metrics, with a formal Annual Impact Review taking place in July 2026.

It was agreed for a note to be shared by the Director of Governance with the Board on the range of Trusts overseen by the College Group to support Board awareness of the full range.

RESOLVED: That the Board of Corporation approve the Memorandum of Understanding (MoU) between the College Group and Pendle Education Trust (PET) for 2025/26

Fionnuala Swann (Vice Principal) was thanked and left the meeting

2.2 Financial Plan 2025-27 including annual budget 2025/6 and forecast estimates for 2026/27

Submitted: Report (circulated in meeting papers) and presentation (tabled)

Presented by David Rothwell (Deputy Principal – Finance and Resources)

The Deputy Principal summarised the report, which outlined the College's projected outturn for 2024/25, proposed financial budget for 2025/26 and forecast estimates for 2026/27. The Board noted that the approach taken met all requirements of DfE to support the necessary submission of the CFFR return by 31st July 2025 – and was as always, a prudential but ambitious approach. The budget was built up on a 'zero based'/participative approach, integrated financial and curriculum planning and made clear for Board consideration all key assumptions, allowances and estimates. The Deputy Principal shared his thanks with Claire

Jarvis and Sam Mercer (Assistant Principals), and the senior leadership team, for their contributions to the robust planning process.

In relation to 2024/25, Members noted that there had been little change since the last financial update provided to the Board in May, with EBITDA still forecast to outturn at 3%. Remaining risks were set out and considered. Adult Skills Funding (ASF) performance was noted to be expected to be c100% and remains critical ahead of devolution. The Group has maintained a level of subcontracting for several years, with the plan to reduce this further. The strategic focus is on building technical and professional pathways for adults at level 2/3 and improving the efficiency of the curriculum, to further strengthen the College Group's position. The resultant DfE Financial Health Assessment was noted to be 'Good' and all bank covenants complied with. Board members were encouraged to review the circulated DfE Governor Finance Dashboard to support triangulation of information and assurance.

Resultant KPIs from the detailed planning were noted to be:

Summary financial performance							
Financial performance measure	2024/25 Projected Outturn	2025/26 Draft Budget	2026/27 Estimate	2025-27 Strategic target	FEC Benchmark	RAG	2023/24 Outturn
Education Specific EBITDA as % of income	3.0%	5.8%	6.1%	>=6%	>6%		4%
Borrowing as a % of income	15.6%	14.2%	12.9%	<20%			5.2%
Debt Service Cover	3.2	2.6	3.3		>2		2.8
Cash days in hand	117	97	102	>75	>40 (all months)		99
Adjusted current ratio	2.2	2.1	2.6	>/=2.0	>1.4		1.9
Staff costs as a % of income	69.8%	68.3%	68.9%	</=70%	<65%		68.6%
Financial covenants overall compliance	Yes	Yes	Yes	Yes			Yes
DfE Financial Health category	Good	Good	Outstanding	>/=Good	>/=Good		Good

Key financial and funding risks were set out and considered, with the Board exploring for example the likelihood of further reductions in ASF and being assured on the Group's response and approach should this be the case. Board reflected on their approval of the CRS at the May 2025 Corporation meeting, and welcomed significant progress made towards achieving the overall saving target of £2.4mn savings by 31 July 2026. In relation to projected performance in 2025/27, and the ambition to achieve an EBITDA equal to or greater than 6% in 2026/27, the contribution of factors such as income growth, cost reductions and cost management were considered.

In relation to capital investment, the proposed CAPEX programme (August 2024-July 2027) was for a total spend of £12.5mn. The Board noted that existing and approved capital investment commitments reduce the residual Strategic Investment Reserve (SIR) to c£2.3mn, with the proposal within the budget being for Board to approve c50% release of this (£1.23mn) to support curriculum strategy and brand investment.

Performance against the 2025/27 Financial Objectives and strategic targets was set out and considered by the Board (including 2023/24 outturn, 2024/25 projection, 2025/26 budget and 2026/27 estimate). Members welcomed that benchmark information had been provided for each KPI (FEC benchmark, 2022/23 and 2023/24 General Further Education college average). Detailed schedules had been provided for 2024/25 and 2025/26 for Board review, with fine-grain assumptions and key risks and sensitivities set out for 2025/26. The forecast for 2026/27 focused on operating performance and solvency, capturing any material known changes and was noted to be an indication of potential direction of travel aligned to the College Group strategy.

	<p>The Deputy Principal was thanked for a considered and rigorous approach and clear framework set out for Board consideration and assurance.</p> <p>RESOLVED: That the Board of Corporation having considered the key assumptions and risks:</p> <ul style="list-style-type: none"> a) approve the annual budget for 2025/26, forecast estimates for 2026/27, updated capital programme and accompanying financial objectives for submission to the DFE as part of the CFFR return b) confirm the financial health self-assessment of the College as Good <p>2.3 Careers Strategy <i>Submitted: Report (circulated in meeting papers)</i> <i>Presented by Leyanne Fitzmaurice (Assistant Principal – Learner Experience and Support)</i></p> <p>The Assistant Principal shared that the Careers Strategy follows on from the Annual Careers Report considered at the 16 December 2024 Board of Corporation meeting, setting out the strategy for the College Group in relation to careers, aligned to the 2030 Strategic Plan. The Corporation and College’s commitment in this important area is directly reflected in 2 of the College Groups strategic curriculum intents, namely ‘Career focused’ and ‘Destinations beyond qualifications’. The strategy sets out the vision for careers, how this will be achieved, key responsibilities and oversight and monitoring. It had been developed by the Assistant Principal, working closely with Gemma Marsh, who until recently had been the Careers Link Governor – with new arrangements put in place to benefit from insight from Jenifer Burden, the Board’s new Careers Link Governor.</p> <p>In relation to Gatsby benchmarks, the Board welcomed that all have been met, noting the current position against each. Matrix accreditation had been achieved in November 2024, with inspection against this expected in October 2025. The Board reflected on the positive feedback and valuable additional assurance which had been provided in this area from the recent Ofsted inspection.</p> <p>The Assistant Principal was thanked for the clarity and focus within the Strategy, giving key assurance in this statutory area of Board responsibility. It was noted that all documents will be re-branded post public launch of the new name for the College Group on 1st September 2025.</p> <p>RESOLVED: That the Board of Corporation receive and approve the Careers Strategy</p>
Item 3.	<p>ITEMS TO RECEIVE OR APPROVE</p> <p>3.1 Annual Safeguarding and Prevent Report 2024/25 <i>Submitted: Report (circulated in meeting papers and summary presentation)</i> <i>Presented by Leyanne Fitzmaurice (Assistant Principal – Learner Experience and Support)</i></p> <p>Members welcomed the Annual Safeguarding and Prevent report, developed and presented by the Assistant Principal and Steve Campbell, Link Governor for Safeguarding. It was noted that the report highlights the College Group’s ongoing commitment to learner safety, wellbeing, and compliance with statutory duties. Strong performance across all key indicators reflects a culture of vigilance and continuous improvement. The report assures that the Group’s safeguarding arrangements remain effective and responsive. Highlights considered and noted included:</p> <ul style="list-style-type: none"> • The Single Central Record (SCR) is fully compliant, with any minor issues identified in the termly link meeting with the Link Governor being promptly resolved

- Mandatory safeguarding training completion rates remain high (98–100%) and are effectively monitored, with a commitment to ensure more timely renewal of training modules for the very small number of staff who require this in the next academic year
- 93.8% of learners in receipt of safeguarding interventions have been retained, including those who are in care or care leavers, which significantly exceeds sector averages
- Learner feedback indicates over 95% feel safe and know how to access support, with results above external benchmarks
- No Local Authority Designated Officer (LADO) referrals were required to be made this year
- No Prevent referrals were made this year, and campus safety measures are being strengthened in line with Martyn’s Law which gained Royal Assent in April 2025
- The College Group’s Prevent risk assessment is regularly reviewed and updated as part of ongoing management of this agenda - this was reviewed through our recent Ofsted process and subsequently supported the effective judgement
- E-safety systems are effective, with strong cyber-security protocols and responsive safeguarding interventions
- The College Group is well prepared to implement the 2025 Keeping Children Safe in Education (KCSIE) update once published and the Board will be notified of updates and any required actions (with a headline summary provided in the meeting as KCSIE had been published earlier that day, and further detail to follow)

Board considered the KCSIE mandatory reporting on the number of 'low-level concerns', relating to conduct of staff that is inappropriate or needs professional discussion, asking how they can be assured staff are aware of expectations and identification is systematic and accurate. The Assistant Principal shared how awareness of expectations and reporting is clear through mandatory training for all staff which is repeated annually. Members noted that the highest category of referrals for support relate to student mental health, which is in line with the sector picture, and asked how support is delivered, resourced and impactful. The Assistant Principal drew attention to actions in place, across both campuses, with the approach in-year including revisiting and refreshing mental health first-aider training and extending this so that all personal tutors will be trained this year to provide front line emotional support to learners. It was understood through the report and insight through visits and learner engagement that while the overall number of referrals has decreased, more intense support is needed and delivered. Retention of students supported is excellent and has increased. Learning through the piloting of new Ofsted inspections was shared and considered for forward approach.

Members asked for and received information and assurance on the College Group’s approach in respect of individuals right to work in the UK, and necessary verification of an individual’s permission to work and protect employees from unlawful discrimination. This was outlined, including the Group’s requirement for, and check of, evidence of certification of academic qualifications or statement of results from exam boards.

Steve Campbell thanked the Assistant Principal and the team for their commitment, professionalism and impact. Termly audits of the SCR are assuring, actions are minor in nature and always picked up quickly and efficiently. Student satisfaction is a testament to the excellent support from College staff and the central team. The Board thanked Steve Campbell for his commitment, time and expertise as Lead, and Chris Kenyon for picking up Lead Governor responsibility when Steve retires from the Board.

The Board were assured that safeguarding at the College is well led, data-informed, and consistently prioritised across the Group. Leaders were thanked for supporting a whole-College commitment and approach in which learners are supported to thrive in a safe and inclusive environment. Strategic planning remains aligned to future risks, ensuring continued compliance and responsiveness.

RESOLVED: That the Board of Corporation receive and approve the Annual Safeguarding and Prevent Report 2024/25

3.2 Annual Subcontracting Plan and Policy for 2025-26

Submitted: Report (circulated in meeting papers)

Presented by Sam Mercer (Assistant Principal – Performance and Planning)

Members considered the report and recommendations, approving in 2025/26 subcontracting with one provider for delivery of the King's Trust Programme, at a value of £671k, and the related management arrangements and charge. Board were assured that the direction of travel is in line with their ambition to reduce sub-contracting and thanked the leadership team for enacting this priority. The supporting refreshed Subcontracting Policy 2025/26 was approved.

RESOLVED: That the Board of Corporation receive the report and approve the Subcontracting Policy for 2025/26 and arrangements for 2025/26

3.3 Annual Learner Voice Report 2024/25

Submitted: Report (circulated in meeting papers)

Presented by Leyanne Fitzmaurice (Assistant Principal – Student Experience and Support)

Members welcomed the Annual Learner Voice Report 2024/25, which it is noted builds on termly updates and reports provided to the Quality and Standards Committee – and strategic summaries of learner voice and the resulting action, provided in the Principal's Report at every Board meeting. The annual report provided a comprehensive overview of Learner Voice activity across all strands of provision, reflecting the College Group's continued commitment to listening, responding, and acting on the views of learners. It was noted that the insights gained through extensive surveys and multiple forums have enabled leaders to both affirm areas of strength and target key developments for 2025/26. Board welcomed that learner feedback remains overwhelmingly positive across all cohorts, supported by measurable improvement and sector-leading satisfaction levels – with their attendance at engagement and learner voice events and opportunities triangulating with feedback in the report.

Key highlights set out in the report and reviewed by the Board included:

- Outstanding QDP survey engagement: 85% average return rate in 16–19 provision, a 16% increase from autumn, with performance 5.2% above national benchmarks
- Responsive action and facility development: Enhanced learner spaces, increased gym access, lighting upgrades, and development of green spaces directly tied to student feedback
- High satisfaction in apprenticeships and Higher Education (HE): 98% of apprentices rate their training positively at exit, and over 95% of HE learners' express satisfaction with teaching, feedback, and support

Recommendations and priority actions for 2025/26 were considered and approved to be:

- Embedding a new Recognition and Rewards Framework to improve motivation and celebrate achievements across all learner groups
- Prioritising early career guidance interventions for 16–19 learners to better support progression planning post-ILP1
- Strengthening survey response strategies in adult and short-course provision to ensure feedback is representative and timely
- Expanding learner leadership opportunities, including the Leadership Academy and involvement in social action projects and competitions

The Board expressed confidence that the Group is well placed to build on this year's successes. There is evidence that learner feedback continues to shape meaningful change, and robust improvement planning is in place to address emerging themes. This assures that learner voice is deeply embedded in the Group's culture and remains a key driver in our pursuit of excellence. Members thanked the team for organising the recent 'Meet the Board'

event, and valued meeting and hearing from learners about their experiences and ideas for improvements at College. The event will be rotated around campus sites for equity. Members were updated on how feedback they had heard from learners in the session around the value of improving the extra-C offer for apprentices and post-exams has been actioned. When considering the Leadership Academy, the value of qualifications and skills delivered was discussed, and noted to be under review to ensure currency, with attention to be paid to recommendations and direction of travel through the CARR review.

RESOLVED: That the Board of Corporation receive and note the Annual Learner Voice Report 2024/25

3.4a Governance Report

Submitted: Report (circulated in meeting papers)

Presented by Debbie Corcoran (Director of Governance)

David Whatley, Darren Hutton and Arif Ahmad left the meeting for consideration of their individual terms of office and returned when completed, participating in decision-making on the terms of other members under review. Following consideration of the recommendations from Search and Governance Committee, and within this the rationale for extending a term of office beyond the usual maximum 8-year term, the following was approved:

Resolved: That the terms of office of the following members be extended:

- a) David Whatley, to 31 July 2027, and term as Corporation Vice Chair to be co-terminus**
- b) Darren Hutton, Arif Ahmad and Sarah Applewhite, to the 31 July 2028**

Thanks were shared with members for their continued and significant contributions and commitment to the Board and College Group. [It was agreed](#) for the upcoming vacancy for Chair of Quality and Standards Committee to be considered at the October Board of Corporation meeting.

Members received and noted DfE correspondence requiring an update to Further Education (FE) College Corporation's Instruments and Articles in relation to restrictions on voting rights of Student Governors and requirement to check quoracy is adequate. Quoracy was considered and agreed as adequate. In relation to the Instruments and Articles, the Director of Governor would progress the mandated update in relation to voting rights of Student Governors, securing any necessary agreement from DfE to update Instruments and Articles given loan terms in place.

Recommendations from Search and Governance Committee were set out and considered:

- The draft Governance Self-Assessment framework recommended by the Committee was approved by the Board, informed by recommendations and reflections from the External Review of Governance (ERG) completed in-year (December 2024). The review of Committee effectiveness will become bi-annual and the planned Board self-assessment against the AoC Code of Good Governance integrated with a survey/self-assessment of governance where value is added, rather than there being 2 separate activities
- Forward approach to Board engagement events recommended by Search and Governance Committee was considered and approved
- An updated 2024/25 Governance Development Plan (GDP) was reviewed, alongside a mapping of progress in delivering recommendations from the ERG, with the Director of Governance thanked for the progress and impact. An integrated GDP will be developed for 2025/26
- 2025/26 Committee Workplanners recommended by Search and Governance Committee were approved
- A refreshed Corporation Recruitment, Succession Planning and Performance Appraisal Policy was approved

	<p>Resolved: That the Board of Corporation:</p> <ul style="list-style-type: none"> a) receive and note correspondence from DfE in relation to Instruments and Articles (I&A) and quoracy and approve changes to the Instruments and Articles to comply with DfE’s requirements on voting rights of Student Governors, subject to any necessary agreement being secured if required in relation to the terms of our DfE loan b) receive and approve the Governance Self-Assessment Framework for 2025/26 c) receive and approve the 2025/26 Board Engagement Plan d) receive and approve the 2025/26 Committee Workplanners e) receive and note the progress in delivering the 2024/25 Governance Development Plan (GDP) and endorse the approach and priorities that will be progressed in a 2025/26 GDP for Board approval at its first meeting of the new academic year f) approve the updated Corporation Recruitment, Succession Planning and Performance Appraisal Policy
<p>Item 4.</p>	<p><u>Any Other Business and Close</u></p> <p>There were no items of any other business.</p> <p>The review of risks in the meeting led by Helen Curtis (Vice Chair) included:</p> <ul style="list-style-type: none"> • Risks identified and mitigated against student numbers, and continued oversight by Board of all implications and forward strategy • Methodology for refinement of KPIs clear and supported, aligned to Strategic Plan and Board ambitions • Significant assurance on financial strategy and position, triangulated with external assurance through DfE Dashboards and positive progress on CRS while prioritising quality and outcomes - with fine level understanding of risks and areas of focus e.g. Level 3 progression • Positive evidence, assurance and impact in key statutory areas of Board responsibility or oversight e.g. Prevent and Safeguarding, Sub-contracting and Fees, Careers Strategy • Learner voice – positive triangulation with learner voice heard direct by Board members, and evidence of action and impacts <p>Member’s review and reflections on the meeting echoed the above, and they looked forward to joining staff at the Ofsted Celebration Event next week.</p> <p>A vote of thanks was shared by the Chair for Steve Campbell (Board Member), Emily Jayne Austin and Simone Hartley-Gott (Student Governors) who were retiring from the Board of Corporation today. Sincere thanks were also shared with Tracey Baron (Group Executive Director – Quality) for her contribution, commitment and significant impact on the success of the Group and students we support, with best wishes shared for her retirement from the Group.</p> <p>The Chair thanked members for attending and their contributions throughout a successful and impactful year, sharing best wishes for summer, and the meeting was closed.</p>

Debbie Corcoran
Director of Governance

Signed as an accurate record by the Chair of Corporation

A handwritten signature in black ink, appearing to read "Phil Wilkinson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Name: Phil Wilkinson
Date: 6 October 2025