



**Minutes of the Corporation Meeting held at 5.30pm on 11<sup>th</sup> December 2025 in  
Room 1-30, Aylesbury Campus**

<b>Governors Present</b>	Martin Tugwell (Chair)	Chris Oakley	Nhyira Djan-Otoo	
	Jenny Craig (Principal & CEO)	Iain Brown	Oreoluwa Adeyemo	
	Ian Greggor (Vice Chair)	John Boyle	Sarah Mason	
	Amir Khaki	Nasim Khan	Victoria Topham	
	Cathie Prest	Tim Marshall		
<b>In Attendance</b>	John McGrath (Chief Operating Officer (COO))			
	Hannah James (Vice Principal Curriculum & Quality (VPCQ))			
	Tracey Matthews (Vice Principal Commercial & Partnerships (VPCP))			
	Nicky Ellis (Assistant Principal Student Engagement & Support (APSES))			
	Oliver Roth (Executive Director MIS & Digital Transformation (EDMDT))			
	Ian Harper (Executive Director Business Development (EDBD))			
	Ruth Osgood (Executive Director People & Purpose (EDPP))			
	Anna Smith (Director of Governance (DG))			
<b>Apologies</b>	Tomas Pukalski	Sean Baker	Adam Poland	Alex Reynolds

<b>Minute No.</b>	<b>AGENDA ITEM</b>
<b>69.25</b>	<p><b>CHAIR'S WELCOME</b></p> <p>The Chair welcomed all to the meeting. Apologies were noted. There were no new declarations of interest relating to matters of discussion. The meeting was quorate.</p>
<b>70.25</b>	<p><b>STRATEGIC CONVERSATION – STAFFING &amp; RECRUITMENT Led by Ian Greggor, Amir Khaki and Ruth Osgood</b></p> <p><i>Notes of the discussion are recorded separately.</i></p>
<b>71.25</b>	<p><b>DIRECTOR OF GOVERNANCE REPORT</b></p> <p>The Corporation received the report of the Director of Governance and <b>Resolved</b> to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the reappointment of Adam Poland as Staff Governor Business Support for a second term with effect from 1/1/26.</li> <li>• <b>Ratify</b> the approval of the recommendations of the Remuneration Committee. The Vice Chair, as Chair of the Remuneration Committee, added his thanks and credit to the Senior Post Holders for their continued efforts and strong performance.</li> <li>• <b>Endorse</b> the reports incorporated in the 2024-25 Governance Review (i) Corporation Self-Assessment Review, (ii) Meetings Evaluations Summary, (iii) Chair of Corporation Appraisal, Audit &amp; Risk Committee Self-Assessment Review. The review had resulted in a strong outcome for 2024-25 reflecting strong leadership, positive meeting feedback and effective reporting from the Executive team with good constructive challenge from governors. The Governance Improvement Plan 2025-26 reflects the areas for improvement, and the DG noted some actions are already taking effect.</li> </ul> <p>The Chair reflected on his one-to-ones with governors. He highlighted three themes that had come through those discussions: (i) the importance of recognising that the new build is a catalyst for the College's progression, in the process making the distinction that this is in itself a project running in parallel with the construction of the new build; (ii) the desire on the part of governors to consider the Board's ambition and appetite for growth; and (iii) the importance of continuing the strategic consideration of how the Board can help address and improve teaching staff challenges. The Chair noted that these themes had also been reflected in discussions at recent meetings of the Corporation, and that there were also reflected in the Principal's objectives.</p> <p>Tim Marshall stressed the importance of parent voice in stakeholder engagement, and it was agreed this would be considered moving forward (<b>Action: Executive Team</b>)</p>

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	<p>John Boyle questioned whether any lessons had been learned from the rapid decline of Havant College's Ofsted 'Good' rating: the Principal gave her reflection noting how the matter reinforces the importance of governors receiving transparent reporting from the Executive team and of continuing to challenge constructively data.</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the Governor Engagement Record 2025-26. There had been a marked increase in engagement, and the DG will be engaging with link managers to discuss the value and impact they are seeing in their departments (<b>Action: DG</b>).</li> </ul>
72.25	<p><b>MINUTES AND BOARD ASSURANCE REPORTS</b></p> <p>The Corporation <b>Resolved</b> to:</p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the minutes of the Corporation meeting held on 15/10/25. The APSES provided assurance that the first matter arising had been completed (data on outcomes of student complaints is now published on the student portal to reassure students their voices are being heard and matters dealt with). The remaining actions were covered in the agenda.</li> <li>• <b>Note</b> the Board Assurance Reports and Draft Minutes of: <ul style="list-style-type: none"> <li>○ Curriculum, Quality &amp; Students Committee Meeting 25/11/25</li> <li>○ Finance &amp; Resources Committee Meeting 26/11/25</li> </ul> </li> </ul>
<b>Short networking break</b>	
73.25	<p><b>STUDENT GOVERNORS' REPORT</b></p> <p>Oreoluwa Adeyemo took governors through the student governors' report reflecting on their time at the AoC Student Governor Summit. She shared her experience of the event noting how valuable it had been, learning from various sessions and networking with other student governors and representatives from various organisations. She encouraged the idea of making learning more entertaining as this increases dopamine levels and promotes learning.</p> <p>With respect to collaborating with Loudspeaker and participating in the HRUC's National Innovation Challenge (both of which were referenced in the report), the Principal and VPCQ noted there had been mixed feedback from students on previous work with Loudspeaker, but it could be reconsidered going forward. The College entered the HRUC Challenge last year and will be entering again this year.</p> <p>The Chair thanked the Student Governors for their report and Amir Khaki commended Oreoluwa for her professional and confident delivery.</p>
74.25	<p><b>KPI REPORT</b></p> <p>The Principal shared the latest KPI progress noting some are not yet in scope. Student attendance remains a key challenge and the APSES delivered a presentation (<a href="#">Attendance - Local Picture for Bucks.pptx</a>) on the local picture for Buckinghamshire explaining the latest demographics and increased complexity of the student cohort joining the College. Despite the challenges there are areas of activity which have very high attendance rates and assurance was provided that the interventions implemented at the start of term are showing impressive improvements. Chris Oakley queried the 'lowest quintile' target which was duly explained with the aim of improving the lowest quintile of students' attendance rates.</p> <p>The Chair congratulated the team on the positive movements achieved.</p>
75.25	<p><b>PRINCIPAL'S REPORT</b></p> <p>The Principal shared her report on the national, regional and College perspective highlighting potential concerns and impacts under the curriculum and assessment reform. Key messages for governors to raise with any contacts or influencers include ensuring the new system is developed to be as flexible as possible and to avoid any defunding until the new landscape has settled.</p> <p>The College is working very collaboratively with Bucks Business First (BBF) on the new Local Skills Improvement Plan (LSIP). Although it is likely there will be no Local Skills Improvement Fund (LSIF), it is likely that any future funding opportunities will be linked to LSIP priorities and therefore the College's alignment of provision to the LSIP should place us in a strong position. Sarah Mason queried the competitor landscape outside of FE and the Principal confirmed the College is working closely with Bucks Adult Learning to agree pathways for progression. There is also competition from some private training providers both locally and nationally. The College has a very good working relationship with the Council which will support aligning to the LSIP priorities and economic growth plan.</p>

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	<p>Staff have been gifted days around the Christmas period to allow a longer break and support wellbeing. The Executive team is serving lunch to staff on 17/12/25 and governors were invited to join.</p> <p><i>There was a single matter of confidential discussion which is recorded in the Confidential minutes (minute ref. 85.25)</i></p> <p>The Corporation <b>Noted</b> the report and the latest Health &amp; Safety Report.</p>
76.25	<p><b>FINANCE AND RESOURCES REPORT</b></p> <p>The COO informed the Board that Alliotts (external auditor) had confirmed a clean audit opinion with no significant findings and no adjustments needed to the accounts. Assurance was provided on the recommendations made following the Health &amp; Safety audit.</p> <p>Any potential in-year funding increase as a result of enrolments would be confirmed in March 2026 with funding anticipated to increase further next year due to increased enrolments. The College is forecasting to be ahead of the EBITDA budget target.</p> <p>Victoria Topham queried the capacity to accommodate any additional pay increases should this be needed to recruit/retain staff following the earlier strategic conversation. It was confirmed no additional allowance is included in the current budget.</p> <p>The Aylesbury campus decarbonisation project is near completion, on time and within budget.</p> <p>Nasim Khan queried whether the pay policy would be published on the College website and it was confirmed this could be arranged.</p> <p>Amir Khaki sought assurance that the College’s job evaluation processes are contemporary and manage the teaching landscape complexities. It was confirmed the process focuses on different roles but does not differentiate on the levels of teaching qualifications/experience. Assurance was provided that where recommendations for individual staff pay increases are made, these will be clearly evidenced.</p> <p>The Board noted the Digital Strategy update, and the Chair commended the positive progress with appreciation recorded to the EDMDT for the regular assurance updates.</p>
77.25	<p>The Corporation <b>Resolved</b> to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the Finance and Resources summary report and Management Accounts</li> <li>• <b>Approve</b> the Annual Report and Financial Statements</li> <li>• <b>Approve</b> the External Audit Management Report</li> <li>• <b>Approve</b> the Annual Report of the Audit &amp; Risk Committee</li> <li>• <b>Approve</b> the Pay Policy 2025-27</li> <li>• <b>Note</b> the Risk Register</li> <li>• <b>Note</b> the Digital Strategy Update</li> </ul>
78.25	<p><b>WORKFORCE REPORT</b></p> <p>The EDPP informed governors that the team is targeting recruitment to a younger cohort given the aging population of the College and need for succession planning.</p> <p>The Chair reminded governors to provide any feedback on the earlier strategic conversation directly to the EDPP.</p> <p>Key changes to the policies presented for approval were explained. On the EDI policy, Amir Khaki sought clarification on the College’s commitment to “provide reasonable adjustments for disabled staff in line with the Equality Act 2010” given that neurodivergence is not covered in the Act. The EDPP confirmed that all reasonable adjustment requests from staff are considered and assured that the needs of neurodivergent staff will be inclusively respected.</p>
79.25	<p>The Corporation <b>Resolved</b> to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the latest workforce data</li> <li>• <b>Approve</b> the Equality, Diversity &amp; Inclusion Policy 2025-28</li> <li>• <b>Approve</b> the Probation Policy 2025-28</li> <li>• <b>Approve</b> the Whistleblowing Statement &amp; Policy 2025-28</li> </ul>

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80.25	<p><b>CURRICULUM, QUALITY &amp; STUDENTS REPORT</b></p> <p>The VPCQ provided assurances to the Quality KPIs noting retention is now at 99% so no longer a risk.</p> <p>Use of the College bursary has increased; reflective of the increase in numbers and complexities of students coming to College with such needs.</p> <p>The Board was assured that the previous plumbing provision issue is being resolved and registrations are being completed for this year's classroom-based students as well as enhanced quality assurance work for the 2024-25 cohort.</p> <p>The VPCP provided assurance that while apprenticeship recruitment is always slow at the start of the year, the College is continuing to recruit in-year. The Accountability Framework areas are all green rag-rated and in a strong position with a good start to the year from a quality perspective. Retention is at 100% for the current cohort of apprentices.</p> <p><b>Self-Assessment Report (SAR) 2024-25 and Quality Improvement Plan (QIP) 2025-26</b></p> <p>The VPCQ delivered a high-level overview presentation (<a href="#">SAR &amp; QIP Exec Summary 11.12.25.pptx</a>) to ensure the Board's understanding of how thorough and robust the SAR moderation process is and that governors were confident to approve the document as an accurate assessment. The SAR follows the new inspection framework and the importance of ensuring a 'secure fit' for each grade assessment was reiterated.</p> <p>The Board was informed each curriculum area has its own detailed improvement plan which sits underneath the overarching QIP. Teams are being encouraged to focus on the College's commitment to Elevate Ambition and being Trauma Informed to ensure a joined-up supportive approach for all students.</p> <p>Cathie Prest as Chair of the Curriculum, Quality &amp; Students Committee provided her assurance, reiterating the importance of the moderation process, and shared insight from the Ofsted session at the recent AoC conference. Cathie stressed the importance of governors monitoring the QIP going forward. Tim Marshall requested and Cathie kindly agreed to circulate what she had learned to governors (<b>Action: Cathie Prest/DG</b>).</p>
81.25	<p>The Corporation <b>Resolved</b> to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the Summary Report</li> <li>• <b>Approve</b> the Self-Assessment Report 2024-25</li> <li>• <b>Approve</b> the Quality Improvement Plan 2025-26</li> <li>• <b>Approve</b> the Annual Safeguarding &amp; Prevent Report 2024-25</li> <li>• <b>Approve</b> the Safeguarding &amp; Prevent Policy 2025-26</li> </ul>
82.25	<p><b>AGREED ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• <b>Parent Voice:</b> Consideration to be given to capturing feedback from parents as part of stakeholder engagement moving forward (<b>Action: Executive Team</b>)</li> <li>• <b>Governor Link Scheme Impact:</b> Value and impact to be assessed with link managers (<b>Action: DG</b>)</li> <li>• <b>Ofsted:</b> Governors to receive note on insights from the AoC conference Ofsted session (<b>Action: Cathie Prest/DG to circulate</b>)</li> </ul>
83.25	<p><b>DATE OF NEXT MEETING</b></p> <p>25<sup>th</sup> March 2026</p> <p>The Chair thanked the Student Governors for attending and the meeting moved to confidential business.</p> <p><i>Oreoluwa Adeyemo and Nhyira Djan-Otoo left the meeting at 8.10pm.</i></p> <p>Following the confidential item (recorded separately), the meeting ended at 8.30pm.</p>

Approved as an accurate record of discussion: 25<sup>th</sup> March 2026