

**Minutes of the Corporation Meeting held at 9.15am on 15th October 2025 in
Room B105/107, Amersham Campus**

Governors Present	Martin Tugwell (Chair)	Cathie Prest	Nhyira Djan-Otoo
	Jenny Craig (Principal & CEO)	Chris Oakley	Oreoluwa Adeyemo
	Ian Greggor (Vice Chair)	Iain Brown	Sean Baker
	Adam Poland	John Boyle	Victoria Topham
	Alex Reynolds	Nasim Khan	
	Amir Khaki	Tim Marshall	
In Attendance	John McGrath (Chief Operating Officer (COO))		
	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))		
Apologies	Sarah Mason	Tomas Pukalski	Hannah James (Vice Principal Curriculum & Quality)

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52.25	<p>CHAIR'S WELCOME</p> <p>The Chair welcomed all to the meeting, in particular the two new Student Governors, Sean Baker as a new Governor, Ruth Osgood as the new Executive Director People & Purpose and Nasim Khan as a potential new Governor subject to Board approval. Apologies were noted. There were no new declarations of interest relating to matters of discussion. The meeting was quorate.</p>
53.25	<p>MEMBERSHIP APPOINTMENTS</p> <p>Nasim Khan left the meeting while his appointment was considered. The DG and interview panel members shared their assurances and the Corporation Approved the appointment of Nasim Khan as Independent Governor with effect from 15/10/2025 for an initial four-year term. Nasim returned to the meeting and was welcomed as a new Board member.</p> <p>Martin Tugwell left the meeting while his reappointment was considered, and the Vice Chair stepped in as Chair in his absence. Martin's first term of office ends in July 2026 and to ensure efficient succession planning the Board considered his reappointment for a second term (which he had previously agreed). The Corporation subsequently Approved the reappointment of Martin Tugwell as Independent Governor and Chair of Corporation with effect from 6/7/2026 for a second four-year term. Martin returned to the meeting and resumed chairing of the meeting.</p>
54.25	<p>STRATEGIC CONVERSATION – NEW CAMPUS MARKETING & COMMS PLAN Led by Tim Marshall</p> <p>The Chair invited Tim Marshall to brief the Board on the session's intention and Tim noted it had partly arisen from his Link Governor conversations so was pleased to report ensuring a good communication plan shows the Board and Executive Team are listening to staff and engaging with key stakeholders.</p> <p>Pamela Forchione (Director of Marketing) and Nakash Mahmood (Marketing Executive) were welcomed to the meeting to share plans and join in the strategic conversation.</p> <p><i>Notes of the discussion are recorded separately.</i></p>
55.25	<p>DIRECTOR OF GOVERNANCE REPORT</p> <p>The Corporation received the report of the Director of Governance and Resolved to:</p> <ul style="list-style-type: none"> • Ratify the approval of the College's legal name change. Governors signed a hard copy resolution at the meeting.

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	<ul style="list-style-type: none"> • Ratify the approval of the appointment of Sean Baker to the Finance & Resources Committee and Curriculum, Quality & Students Committee with effect from 15/10/2025 • Approve the appointments of both Student Governors, Oreoluwa Adeyemo and Nhyira Djan-Otoo, as Members of the Curriculum, Quality & Students Committee with effect from 15/10/2025 • Approve the Procedure for Complaints against the Corporation • Approve the Standing Orders • Approve the Code of Conduct for Corporation Members • Note the Good Governance Assurance Report (following Weston College FEC Report) • Note the Governor Engagement Record 2025-26. The DG highlighted that link managers are now in place for all link areas and welcomed increased engagement and reporting to the Board to ensure impact. Tim Marshall noted it would be helpful if governors are unable to attend meetings in person that there is the option to join virtually. This was noted.
56.25	<p>MINUTES AND BOARD ASSURANCE REPORTS</p> <p>The Corporation Resolved to:</p> <ul style="list-style-type: none"> • Approve the minutes of the Corporation meeting held on 2/7/25. • Note the updated rolling actions. All actions were either complete or covered in the agenda. • Note the Board Assurance Reports and Draft Minutes of: <ul style="list-style-type: none"> ○ Search & Governance Committee Meeting 24/9/25 ○ Finance & Resources Committee Meeting 1/10/25
57.25	<p>STUDENT AND STAFF GOVERNORS' WELCOME</p> <p>Oreoluwa Adeyemo and Nhyira Djan-Otoo introduced themselves and were welcomed to the Board.</p> <p>Adam Poland and Alex Reynolds reminded the Board of their staffing roles (largely for the benefit of new members) and shared feedback received from staff on the start of term, student induction, enrolment and timetabling and discussion took place to provide reassurance of processes. Adam reported that, ultimately, staff are committed and there is a good staff body supporting students to succeed. Improved staff engagement and communication had also been noted.</p> <p>Victoria Topham sought the staff governors' personal perspectives on the start of term and Alex shared a positive experience with her cohort. Alex noted that staff had questioned the planned enrolment days and assurance was provided that the approach was to be as smooth as possible, allowing more days for enrolments to ensure sufficient resource and a streamlined process for incoming students, rather than processing all students across a limited 3-day window. Adam reflected on the exciting, innovative approaches staff can be engaged in with more freedom to teach at the College as opposed to elsewhere.</p> <p>The Chair thanked the student and staff governors.</p>
58.25	<p>KPI REPORT</p> <p>The Principal provided an overview of the KPI report, which included the 2024-25 year-end position and the proposed 2025-26 targets. Final 2024-25 achievement rates will be shared with governors once finalised.</p> <p>Taking into account the College's Trauma Informed approach, an additional KPI had been proposed on attendance, to show incremental improvement recognising progress made by the lowest attending students. The Chair particularly welcomed this noting that this reflected an outcome from the discussion at the strategic conversation on attendance held by the Board at its last meeting.</p> <ul style="list-style-type: none"> • Victoria Topham queried whether a KPI could be added on marketing and communications, and the Principal noted the team would consider what could be measured on this. • Cathie Prest queried and assurance was provided that work experience does not impact on conditions of funding. Work experience reporting is a key priority for the MIS team. • John Boyle queried sufficient ambition around GCSE achievement and the Principal confirmed the position noting improvement is needed to remove barriers for student progression. • Cathie Prest queried the EBITDA target and it was confirmed the financial targets match the budget approved by the Board in order to help governors monitor progress against the budget.

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	<ul style="list-style-type: none"> • Amir Khaki queried input and output KPIs and the impact of some factors on driving others. The Principal confirmed the team is highly focussed on what drives the KPIs. • The VPCP noted the apprenticeship achievement is more nuanced and offered support to any governors who would like further explanation. <p>Ultimately the Corporation Resolved to Note the 2024-25 year-end position and Approve the 2025-26 KPIs.</p>
59.25	<p>PRINCIPAL'S REPORT</p> <p>The Principal provided a strategic update which included an overview of the latest governmental department changes, key government announcements, details on the key changes to the Ofsted Framework, regional perspectives on devolution plans, the launch of the Bucks Economic Growth Plan and the next phase of Local Skills Improvement Plans (LSIPs). She also shared perspectives on the start of the new academic year noting positive growth in student recruitment. The Critical Incident Strategy was shared to provide reassurance to the Board of the College's approach in the event of a crisis or disaster. The Audit & Risk Committee would monitor progress with the DG as the link to ensure sufficient governance oversight. The complaints summary for 2024-25 and latest Health & Safety report were also shared.</p> <ul style="list-style-type: none"> • Tim Marshall queried, and it was confirmed that Ofsted will look at all provision despite the government departmental changes. • Chris Oakley sought assurance regarding the critical incidents being dynamic and responsive and the Principal informed the Board of the planned scenario planning sessions and lockdown practices. • Amir Khaki queried communications on closed complaints as a way of students knowing concerns will be heard and dealt with. The APSES welcomed this and agreed to consider publishing data on closure of complaints/incidents (Action: APSES). <p>The Corporation Resolved to: Note the Principal's Update Report Endorse the Critical Incident Strategy 2025-28 Note the Complaints Summary 2024-25 Approve the Complaints Policy 2025-27 Note the Health & Safety Report</p>
60.25	<p>CURRICULUM, QUALITY & STUDENTS REPORT</p> <p>Governors were taken through the 2024-25 predicted achievement rates for each provision type, the key areas of focus for quality improvement for 2025-26 and provided with an update on curriculum developments.</p> <p>Iain Brown queried, and it was explained that any provision where student outcomes fall below the previous year and below the national average are supported in intensive care. As can be seen in the data, there is a clear correlation between staffing and student outcomes.</p> <p>The APSES took the Board through the safeguarding and Prevent update noting the new Director of Student Services is looking forward to a fresh approach with the Student Engagement Team. A Festival of Diversity is planned together with the relaunch of the mental health champions.</p> <p>The VPCP updated the Board on the Accountability Agreement progress report setting out the successes, impact and next steps for the key sectors the College is supporting. Tim Marshall queried challenges for the digital sector and the need to focus on digital-preparedness. While there is not the capacity to deliver the breadth of digital-specific courses on offer, the team is researching which digital courses are in demand for young people and adults to include in next year's curriculum offer.</p> <p>The Corporation Resolved to Note the report.</p>
61.25	<p>WORKFORCE REPORT</p> <p>The EDPP gave the Board an overview of her report noting her proposed revised reporting structure moving forward. There had been some data discrepancies in previous reporting which explains some</p>

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	<p>of the significant changes in the latest rates reported. Transparent reporting going forward will help the HR team to support staff having accurate data on their workforce.</p> <p>Results of the staff survey had overall been positive. The main area for improvement is on communication but, on closer review, issues are with inter-departmental communication so support will be focused here. The Vice Chair thanked the APSES for her work given the high scoring staff satisfaction on safeguarding.</p> <p>The Chair offered governors' support and the EDPP passed on her assurances of the team's priorities. Recruitment issues, especially in hard to recruit areas, are exacerbating staff sickness so recruitment is the key immediate driver.</p> <p>Governors commended the report, welcoming the comprehensive and clear data. Chris Oakley suggested including data on frontline staff turnover as student facing staff is a critical area which directly affects other areas of the College. The EDPP welcomed this and would consider for future reporting (Action: EDPP).</p> <p>The Board agreed staffing should be the focus for the strategic conversation at the December Corporation meeting with Prevent & Safeguarding following at the March meeting. The Vice Chair and Amir Khaki would support the conversation in December (Action: EDPP, Ian Greggor, Amir Khaki).</p> <p>The Corporation Resolved to Note the report.</p>
62.25	<p>FINANCE & RESOURCES REPORT</p> <p>The COO took the Board through the report, noting thanks to the EDMDT and the MIS team for their work on the Cidori partnership data reconciliation. The Finance and Resources Committee had scrutinised the 2024-25 year-end position (significantly improved upon the previous forecast) and the latest 2025-26 position.</p> <p>The Aylesbury campus decarbonisation project remains on track and within budget.</p> <p>The Board was updated on the catering provision, and the COO welcomed the new student governors' feedback. The Chair informed the student governors that this had been an issue raised by their predecessors, providing assurance that their feedback can have a significant impact on actions taken within the College.</p> <p>Tim Marshall noted the College's strong working relationship with Pinewood and the COO confirmed both are very supportive of each other, the same being true of the relationship with New Meaning.</p> <p>In considering the Health & Safety policy and statement, the Vice Chair sought assurance of the College's approach to requirements set out in the new Terrorism (Protection of Premises) Act 2025 (Martyn's Law). The Principal and COO confirmed this was discussed at the most recent H&S committee meeting and the College is confident of its position.</p> <p>Digital Strategy Update</p> <p>The EDMDT noted the main change for the College has been the successful implementation of Teams for Education and the team can view usage to determine where staff need support. The main focus for the MIS team is on information and knowledge flow through College (e.g. live org chart, a more succinct source for information/policies etc.) and are looking at the tools staff and students are using with a view to achieving a 'mobile-first' approach.</p> <p>The Chair sought assurance on testing cybersecurity and the EDMDT confirmed the College has a constant monitoring of networks and has invested in support of a security service. Local back-ups are being increasingly considered, especially in areas such as exams.</p> <p>The Corporation Resolved to:</p> <ul style="list-style-type: none"> • Note the Summary Report and latest Management Accounts • Approve the Health & Safety Policy Statement 2025-26 and Health & Safety Policy 2025-27 • Note the catering company update • Note the Digital Strategy update

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63.25	<p>AGREED ACTIONS:</p> <ul style="list-style-type: none"> • Student Complaints Closures: Consideration to be given to publishing data on outcomes of student complaints to ensure students know concerns will be heard and dealt with. (APSES) • Workforce Report: Consideration to be given to including data on frontline staff turnover as student facing staff is a critical area which directly affects other areas of the College. (EDPP) • Strategic Conversation: Staffing to be focus for strategic conversation at December Corporation meeting, led by Ian Greggor and Amir Khaki. (EDPP, Ian Greggor, Amir Khaki).
64.25	<p>DATE OF NEXT MEETING 11th December 2025</p> <p>The Chair thanked the Staff and Student Governors for attending and the meeting moved to confidential business.</p> <p><i>Oreoluwa Adeyemo, Nhyira Djan-Otoo, Alex Reynolds and Adam Poland left the meeting at 11.45am.</i></p> <p>Following the confidential item (recorded separately), the meeting ended at 12pm.</p>

Approved as an accurate record of discussion: 11 December 2025