

Minutes of: CORPORATION

Date: 14th October 2025

Time: 5:30pm

Place: Hybrid

Present: Mr B Angliss
Mr S Brand
Mr P Cook MBE (Principal)
Mr S Crick
Mr M Reed
Ms J Rohde
Mr G Trow (Chair)
Mr C Todd
Ms N Williams

In attendance: Mrs R Herbert (Deputy Principal)
Ms M Coles (Vice Principal, Finance and Resources)
Mr S Shackleton (Director of Technical Resources, Estates and Facilities) **for 25/05**
Mrs Y Doherty (Director of Governance)

25/01 APOLOGIES

Apologies for absence were received from Ms N Paterson and Ms M Nisbet.

25/02 DECLARATIONS OF INTEREST

There were no declarations of interest.

25/03 ACTIONS BETWEEN MEETINGS – GOVERNOR APPOINTMENTS

Members considered the formal report of actions taken between the between the meetings held on 3rd July 2025 and prior to the distribution of reports for this meeting (7th October 2025) (circulated, document Sept 25/1).

1. Chair Appointment

Governors received an email requesting approval for the appointment of the new Chair on 15.09.25, with a supporting report from the Search & Governance Committee.
The new appointment to the role of Chair of the Corporation was unanimously agreed.

It was RESOLVED THAT the appointment of Mr. G Trow as Governor and Chair of the Corporation, for a four-year term with effect from 01 October 2025, be approved.

2. Governor Appointments

Governors received an email requesting approval for the appointment of the new governors on 23.09.25, with a supporting report from the Search & Governance Committee.
The new appointments to the role of Governor were unanimously agreed.

It was RESOLVED THAT the appointment of Ms. M Nisbet, Mr. M Reed and Ms. J Rodhe as independent Governors, for a four-year term with effect from 14th October 2025, be approved.

It was **RESOLVED THAT** report on Board Actions between meetings be noted and received.

NEW CHAIR: WELCOME

Mr Trow welcomed everyone to the meeting. He confirmed that he was very pleased to have been appointed.

It was acknowledged that there was a substantial amount of business to be considered, and it was suggested that in order to conclude the meeting in a timely manner there was a need for clarity and succinctness. Members should present questions rather than make statements.

25/04 CONFIDENTIAL MINUTES FROM THE PREVIOUS MEETINGS (without staff except the Principal)

See separate minutes.

25/05 Items for presentation by the Director Technical, Estates & Facilities**FOR DECISION****5.1 Health and Safety Policy 2025/26**

The Director of Technical Resources, Estates and Facilities presented the Health and Safety Policy 2025/26 (circulated, document Oct 25/4).

There were relatively few, minor, amendments which were highlighted for ease of identification. This included revised titles, references to invacuation, the Prevent Strategy and Acton Plan and the Food Handling Policy.

It was **RESOLVED THAT** the Health and Safety Policy 2025/26 be approved.

FOR INFORMATION**5.2 Annual Health & Safety Report 2024/25**

The Director of Technical Resources, Estates and Facilities presented the annual Health and Safety report (circulated, document Oct 25/5).

The report provided detail on activities to promote and improve safety in 2024/25 with attention drawn to:

- Policy and procedure reviews
- Identification and review of key risks for students, staff and the premises which are addressed/improved through planned preventative maintenance (PPM) activities and adjustments in management controls
- Training compliance was 95.6%, which exceeded target.
- The review of safety incidents / accidents showed that the two reported RIDDOR incidents were due to individual medical issues rather than defects of the premises or actions by others.

Discussion points:

The drug administration training statistics being under target was raised.

It was confirmed that drug administration was linked to the completion of other specific training and that no member of staff was permitted to administer drugs without having completed all aspects of the associated training.

It was **RESOLVED THAT** the annual Health and Safety report 2024/25 be noted and received.

Mr Shackleton left the meeting.

FOR DECISION

25/06 MINUTES FROM THE PREVIOUS MEETING – 3rd JULY 2025

Due to the absence of the previous Chair, the July meeting had been chaired by the Vice Chair. The Vice Chair presented this agenda item.

The minutes of the meeting (circulated, document Oct 25/6) held on 3rd July 2025 were considered.

Discussion points

Mr Brand reported that he had provided the Director of Governance with feedback on typographical errors and increased detail regarding discussion points raised in relation to one business item, immediately prior to the meeting.

It was **RESOLVED THAT** the subject to the inclusion of these amendments that the minutes of the meeting held on 3rd July 2025 be approved.

25/07 MATTERS ARISING / ACTIONS from previous meeting (circulated, document Oct 25/7)

24/72 MATTERS ARISING / ACTIONS FROM THE PREVIOUS MEETING

24/61 *Standing Agenda Items*

61.1 *Principal's Report*

Addition detail included:

- Potential support for research work via the Educational Psychologist and doctorate students (with research funding).
- Presentation of a working proposal to the Board in the autumn term.
- Contribution of serving Governor work research project with the University.
- Governance structure for R&D would be driven by increased quality of teaching, learning and assessment, and research informed practice. This would provide a sustainable means to maintain the Outstanding grading.

To be noted and carried forward to the October 2025 Board meeting.

14.10.25 Response

Report is agenda item 7.3

COMPLETE

61.2 *HTS*

There was discussion of the appointment of a serving governor to the Board of HTS. It was suggested that the Principal offer a conversation with any governor that may be interested prior to volunteering.

This was agreed and that it would be a no obligation conversation.

It was further suggested that the Principal provide a communication to the DoG for distribution to governor inviting them to have such a conversation.

The new Vice Principal Finance and Resources will join the HTS Board meaning the minimum number required (2) is achieved. A Governor recruitment campaign is scheduled to take place over the summer break so this should be revisited once any additional appointments are made.

14.10.25 Response

The appointment processes are in progress, and this will be addressed once they are completed.

24/73 *HTS*

It was commented that as it was so close to the year end it was helpful for HTS not to have 'traded'. It was countered that if HTS had traded / incurred costs an audit opinion would be required.

It was recommended that the Vice Principal Finance & Resources discuss this with the external audit partner.

It was agreed that this and the position regarding novation would be discussed with the external auditors.

14.10.25 Response

Murray Smith have stated that, after initial review of the accounts, consolidated accounts will not be required for the 2024/25 year. **COMPLETE**

Confirmation was sought that that Governors were content that the report made the position clear with regard to the initial funding.

Mr Brand confirmed that he would discuss this with the Vice Principal Finance & Resources outside of the meeting.

14.10.25 Response

The Chair of the Audit Committee agreed with the Vice Principal that this matter would be covered in agenda item 7.4 **COMPLETE**

The Vice Principal Finance & Resources would report back to the next Board meeting (October 2025) on accounting processes and procedures.

14.10.25 Response

This is covered in agenda item 7.4 **COMPLETE**

The production of a progress report for Whitbread be noted.

14.10.25 Response

Progress reports are now completed systematically by the Programme Manager. **COMPLETE**

24/74 FINANCE & RESOURCES

74.1 *Draft Budget 2025/26 and Three Year Financial Plan*

It was recognised that previous reporting had indicated minimum learner numbers for the residential provision to be considered viable, and that there would be need for this to be considered in the new academic year.

14.10.25 Response

Report is agenda item 13.4 **COMPLETE**

74.3 *Audit Services*

74.3.2 *Internal Audit Plan 2025/26*

It was noted that the current scheduling of the reviews resulted in reports being presented to the Audit Committee in the spring and summer term. It was suggested that the schedule be reviewed to consider moving at least one of the reviews for completion and reporting in the autumn term (November Audit Committee meeting).

14.10.25 Response

The plan has been reviewed, and two reviews will be reported at the November meeting, with the next two due for discussion in March 2026. **COMPLETE**

24/75 POLICIES / STRATEGIES

75.1 *Finance & Resources: Business Continuity Plan*

It was advocated that given current volatility it would be advantageous to review this document on an annual basis.

This was agreed and that the dates would be amended, as necessary.

14.10.25 Response

The document will be reviewed on an annual basis. **COMPLETE**

24/81 ANY OTHER BUSINESS

81.1 Publications

DfE Director of Post 16 Regions and Providers: Three Governance Matters

The recommended amendments to the Instrument and Articles be approved.

14.10.25 Response

Updates have been actioned.

COMPLETE

It was **RESOLVED THAT** update report on actions from the previous meeting be noted and received.

7.2 Corporation Membership

The Vice Chair and Chair of the Audit Committee had raised this agenda item.

It was agreed that the recent appointments had been a very positive development, but as part of the recruitment process discussions had taken place regarding a number of aspects:

- cost – recent recruitment had been reliant on agency support, it was suggested that this could be mitigated by a continual recruitment plan to channel interest and the involvement of serving governors through their connections in an attempt to limit the cycle of vacancies, gaps in skills and agency use
- this coupled with the college developments, including increased capital expenditure, could require establishing an additional committee (F&GP) which could not be supported with the current membership numbers
- it was proposed that consideration be given to increasing the current membership number to provide 'headroom', widen the network of governors, support for widening the committee structure and the potential to progress existing 'co-opted' governors where there was interest in serving on the Board. It was proposed that current quoracy requirements remain static.

Discussion points included:

- it was proposed that the membership be increased by 2 independent members, increasing the total membership to 16
- existing co-opts be approached to consider joining the Board
- governors engage with their external contacts, with regard to joining the Board, even as co-opted members
- the need to be mindful of skills gaps
- the benefit of having a 'pipeline' of potential governors whilst acknowledging the need to maintain their interest
- there was no limit to the number of co-opted governors that could be appointed (allowing for the number of independent governors always being in the majority).
- the ability of the college to develop a microsite for use on the college website for recruitment of governors.

It was **RESOLVED THAT**

- i. the Corporation membership number be increased by 2 independent governors be approved.
- ii. governors would use their networks to continually support appropriate recruitment.
- iii. the use of a microsite on the college website be approved. **[ACTION]**

7.3 Report on development of research work

The Principal presented a report providing an update on matters relating to the research developments and opportunities previously discussed (circulated, document Oct 25/8).

The Hereward College Research and Innovation Centre (HCRC) is a concept created following the SLT/Governor's strategy event in January 2025 and the creation of the new strategic plan.

The overall concept was for all research and innovation activities to not only be useful tools for improving the external profile of the college but for them to also have a positive and sustainable impact on teaching, learning, assessment and work outcomes. This required a well-managed remit and terms of reference.

The report provided detail on progress to date and outstanding matters.

Discussion points

It was queried if a Business Plan would be developed and presented.

This was confirmed.

[ACTION]

It was commented that this initiative had the potential to be a USP for the college.

It was **RESOLVED THAT** update report on matters relating to the research developments and opportunities be noted and received.

7.4 HTS accounting processes and procedures

The Vice Principal Finance and Resources presented a report informing the Corporation of the processes and procedures which were in place governing the reporting of HTS activities (circulated, document Oct 25/9).

The Department for Education confirmed in September 2024 that the establishment of HTS as a subsidiary company would not be considered novel, contentious or repercussive.

During the 2024/25 year, costs relating to HTS were allocated to a cost centre within the college management accounts and income was released from the Whitbread monies to cover the costs. A small credit balance remained from the original investment at the end of the 2024/25 year.

The external auditors have stated the view that it is not necessary to produce consolidated accounts because the original agreement between Hereward College and Whitbread has yet to be novated to HTS Limited.

Reporting in 2025/26 will be much more explicit and a monthly activity update will be provided, the first of which – covering the two months to the end of September - is due before the end of October 2025.

Discussion points

It was commented that the report provided reasonable assurance with the advice from the external auditors acknowledged.

It was **RESOLVED THAT** the report on HTS accounting processes and procedures be noted and received.

25/08 STANDING AGENDA ITEMS

8.1 Principal's Report

The Principal presented a report providing a general update on matters not covered in other reports (circulated, document Oct 25/10).

Detail was provided on

- Increased student numbers
- Work with WMCA
- West Midlands Supported Internship event
- WMCA and Hereward College Research Project with Derby University
- WMCA support for the Whitbread Thrive Programme
- Work with the DfE.

Discussion points:

The roll out of the research project was raised.

It was reported that it was hoped that this would be in the form of an event attended by key regional stakeholders to support understanding of the contribution the SEND community made to the economy.

It was suggested that when sharing the learning from the project that this should also include LAs, not just business.

This was agreed and it was suggested that the structure of the WMCA had the potential to support with this.

A member reported that they had attended an external event (through their employment) where information on the supported internship had been shared. It was advocated that working with the WMCA could provide real opportunities.

The SLT were commended on the list of employers involved in the project.

There was discussion of the potential to highlight/celebrate these relationships.

It was reported that the college had an 'employer wall' in place.

It was **RESOLVED THAT** the Principal's update report be noted and received.

8.2 Quality Improvement Plan 2024/25

The Deputy Principal presented a report on the Quality Improvement Plan (QulP) 2024/25 (circulated, document Oct 25/11), confirming that a recent update had been considered in detail by the Quality and Standards Committee.

It was confirmed that updates were highlighted in amber.

Discussion points

It was queried if there were any areas of concern.

It was reported that Functional Skills had been discussed at the meeting of the Quality and Standards Committee, with improvements in maths achievement rates being a perennial issue. This year had seen a slight dip in relation to L2 English which had not been expected. Delivery in these areas would be monitored and tracked.

The Vice Chair queried the delivery of alternative 'stepping stone' qualifications.

It was agreed that the Deputy Principal would arrange to discuss this with the Vice Chair and Curriculum Managers. **[ACTION]**

It was **RESOLVED THAT** the Quality Improvement Plan 2024/25 update report be noted and received.

8.3 Student Numbers

The Deputy Principal presented a report on the Student Numbers (circulated, document Oct 25/12).

It was highlighted that the report indicated numbers were slightly lower than at the similar date in October 2024, however, subsequent to distribution of the report numbers were now broadly in line with last year.

The position would be monitored closely in light of the increase in learner numbers for 2025/26.

Discussion points

It was queried if a conversation with DfE would be possible to raise the impact of the Element 1 and 2 funding numbers being lower than the actual learner numbers. This was a substantial amount of underfunding.

It was reported that growth cases could be submitted but on the basis of larger increases than had been the case this year.

It was noted that there had been previous conversations with regard to this where an increase in funded places (Elements 1&2) had been achieved.

It was reported that a meeting was scheduled for November 2025.

It was suggested that there was the potential for in year growth.

It was agreed that the Deputy Principal, Vice Principal Finance and Resources and Mr Reed would arrange to discuss this further. **[ACTION]**

It was **RESOLVED THAT** the Student Numbers update report be noted and received.

FOR DECISION

25/09 **KPI Data Dashboards – Final Position 2024/25 and Proposed KPIs for 2025/26**

A report on the final performance against the Data Dashboard 2024/25 and the proposed dashboard for 2025/26 was considered (circulated, document Oct 25/13).

There was only one proposed addition for 2025/26:

College based Learner achievement rates (No.12)

2024/25

Discussion points

Classroom observations appeared to show reduced achievement against target.

This was acknowledged; it had been included as part of the Internal Quality Review process. This included comprehensive reporting which provided assurance that this had been identified and was being addressed.

Sickness absence – achievement against the target of 4%. What assurance could be provided that performance would be closer to target in 2025/26.

It was reported that there was now a revised policy and procedure in place, with training for new managers and there was weekly analysis by the SLT of agency use / sickness.

Proposals for 2025/26

There was only one proposed addition for 2025/26:

College based Learner achievement rates (No.12)

It was commented that the Data Dashboard for 2024/25 had worked effectively.

It was **RESOLVED THAT**

- i. the final performance against the Data Dashboard 2024/25 be noted and received.
- ii. the proposed KPI Data Dashboard 2025/26 be approved.

25/10 **FINANCE and RESOURCES**

10.1 Revised Budget 2025/26

The Vice Principal Finance and Resources reported on the Revised Budget 2025/26 and the forecast for 2026/27 and 2027/28 (circulated, document Oct 25/14).

The following points were highlighted:

- Total income based on assumed learner numbers
- Expenditure
- The anticipated value and % of operating surplus
- The financial health grade
- Bank covenants were forecast to be met

- Financial health assessment
- Three-year plan figures for 2026/27 and 2027/28 were included
- The proposed pay award (in line with AoC recommendation and backdated to 01 Sept 2025)

Other points of note:

- Confirmed anticipated income across pathways
- Allowance for additional growth of learner numbers
- Adjustments to DWP funding
- Reduction in interest received
- Slight reduction in *total* income
- Anticipated reduction in agency fees
- Increase in staffing numbers
- Pay % to income was higher than in a 'standard' GFE

Points of discussion included:

The higher pay % to income was noted; it was suggested that it was important to compare to similar organisations, and it was queried if this was possible.

This was agreed; however, it would not be easy to find appropriate comparators as the college was unique in being a GFE with a specialist remit. Example comparator organisations were suggested but it was highlighted that these were charities which differed in a number of ways, e.g., pensions.

It was suggested that it might be better to attempt to obtain comparator data from a GFE with a large SEN provision (data only relating to that aspect).

This was agreed. One governor indicated that this might be possible. It was agreed that this be discussed outside of the meeting. **[ACTION]**

The points were raised of needing to continually seek to increase the levels of 'other income', achieving the 'hourly charge out rate', the contribution made to society and ensuring this reflected the value the college added.

In terms of agency cost, the need to carefully monitor this was emphasised.

Reference was made to the executive summary point about learners 'currently considered at risk'. Clarity was provided.

Pay Award

It was proposed to award a 4% pay increase, in line with the AoC recommendation, with effect from 01 September 2025.

It was noted that this had been budgeted for.

It was queried if this would also maintain the forecast financial health grade.

This was confirmed.

It was commented that not all other colleges would be in the same position to award the recommended award.

It was **RESOLVED THAT**

- the revised budget for 2025/26 be approved.
- the proposed 4% pay award, backdated to 1st September 2025, be approved.

10.2 Risk Management and Strategic Risk Register 2025/26

The Vice Principal Finance and Resources presented the revised Strategic Risk Register 2025/26 (circulated, document Oct 25/15).

It was confirmed that the register had been considered in detail at the meeting of the Audit Committee on 29th September 2025.

The Risk Management Group met in September and discussed the format and content of the Risk Register. Various actions were undertaken as a result:

- Methods of scoring were considered, and it was agreed to refine the measurement of the likelihood and impact of risks occurring.
- Changes were made to risk descriptors to four risks in order to provide clarity.
- Two new risks had been identified.
- One risk had been closed as it was incorporated elsewhere.
- Scoring of the residual risks had been increased in three instances.
- The scope of three risks was extended to incorporate priorities identified in the SAR and QulP documents.
- Feedback from the Audit Committee on diversity and inclusion regarding external drivers such as the impact of legislative changes and reputational damage, and reference to stewardship of funds (individual accountability and ownership, ensuring spend was based on necessity) had been incorporated (detail was provided).

It was emphasised that it was important to ensure that risk management was kept 'live' with regular updating.

Detail of a security incident in September was provided. It was confirmed that this was in no way related to the college community, but an incident that had taken place in the locality.

It was noted that there were no further implications from the security incident.

It was **RESOLVED THAT** the Strategic Risk Register 2025/26 be approved.

25/11 POLICIES

11.1 Finance and Resources

The Vice Principal Finance and Resources presented the following policies (circulated, document Oct 25/16).

11.1.1 Data Protection Policy

Five changes had been made to the *Data Protection Policy* in order to reflect current practice and in the light of the recent Cyber Security Review carried out by the Internal Auditors. Detail was provided.

Discussion points

It was suggested that the next iteration of the policy included a statement about how the college processes other companies' data.

It was **RESOLVED THAT** the Data Protection Policy be approved.

Reviewed by the Audit Committee and RECOMMENDED FOR APPROVAL:

11.1.2 Risk Management Policy

Changes had been made to Section 3 and 4. Detail was provided.

It was **RESOLVED THAT** the Risk Management Policy be approved.

11.2 Safeguarding and Prevent

The Deputy Principal presented the following policies (circulated, document Oct 25/17).

11.2.1 Young People and Adults at Risk Safeguarding Policy

The 2025 edition of **Keeping Children Safe in Education** sets out updated statutory guidance for schools and colleges, which became effective in September 2025. The tracked changes facility had been used.

Some key changes in the policy were:

- Date and personnel changes, including roles and responsibilities
- Increased emphasis on online safety including risks associated with misinformation and conspiracy theories
- Reference to Data protection guidance
- Removal of 14-16 provision
- Enhanced site security including reference to The Terrorism Act (Martyn's Law)
- Reference to the revised Relationships, Sex and Health Education curriculum

It was confirmed that the policy had been shared with the Safeguarding governor for feedback, prior to presentation to the Board.

11.2.2 Prevent Strategy and Prevent Duty Risk Assessment/Action Plan

This provided the revised strategy and the new DfE Prevent Risk Assessment template.

It was confirmed that the document had been shared with the Prevent lead at Warwickshire LA, who had confirmed that it was reflective of national practice.

Discussion points

It was confirmed that the Safeguarding governor would be in college to meet with the Deputy Principal and safeguarding staff on 9th December (prior to the Board meeting)

It was highlighted that there were some issues of repetition (to be shared outside of the meeting)

It was **RESOLVED THAT** subject to addressing the instances of repetition

- i. the Young People and Adults at Risk Safeguarding Policy be approved
- ii. the Prevent Strategy and Prevent Duty Risk Assessment/Action Plan be approved.

11.3 Quality and Curriculum

The Deputy Principal presented the following policies (circulated, document Oct 25/18).

11.3.1 Complaints Policy

Minor changes were highlighted in the document.

It was **RESOLVED THAT** the Complaints Policy be approved.

11.3.2 Equality Policy

Proposed changes included minor changes in terminology and additional associated policies added.

It was **RESOLVED THAT** the Equality Policy be approved.

25/12 GOVERNANCE

Committee Terms of Reference

A report on proposed Committee Terms of Reference was considered (circulated, document Oct 25/19).

It was noted that:

Audit Committee

- The Audit Committee reviewed the Terms of Reference 2024/25 and its compliance against them at the meeting on 29th September 2025.
- There were no amendments proposed to the Terms of Reference for 2025/26.

Quality and Standards Committee

- The Quality and Standards Committee reviewed the Terms of Reference 2024/25 and its compliance against them at the meeting on 22nd September 2025
- There were no amendments were proposed to the Terms of Reference for 2025/26.

The Chair of the Audit Committee drew attention to:

Point 4 – provision for observers/guests. The Committee was looking to appoint a new Chair, especially given that rotation of the role was in line with recommended best practice.

It was not necessary for the individual to have accountancy experience.

Point 10 – the Committee is required to advise the Corporation on the adequacy and effectiveness of the College's internal control system, which feeds into the annual financial statements.

The Chair agreed that the position of Chair of the Committee be considered further. He acknowledged that accountancy experience was not a requirement, rather someone who would champion audit.

It was **RESOLVED THAT** the Terms of Reference for the Audit Committee 2025/26 and Quality and Standards Committee 2025/26 be approved

FOR INFORMATION

25/13 **FINANCE and RESOURCES**

13.1 Draft Monthly Management Accounts (Month 12)

The Vice Principal Finance and Resources presented the draft Monthly Management Accounts for Month 12 (circulated, document Oct 25/20).

The report detailed the draft financial position at the end of July 2025 against the revised budget for 2024/25. Year-end adjustments for items such as holiday pay were being processed at the time of writing and the final full year out-turn would be confirmed in November.

A summary of the position was provided:

Detail of key issues was provided and included:

- Financial health assessment.
- The cash balance at the end of the period
- Banking covenants were met
- Capital expenditure to date totals, which included some expenditure of the qualifying for the FE College Condition Allocation grant
- Confirmation that the draft Month 12 Management Accounts been considered in detail at the meeting of the Audit Committee on 29th September 2025

Discussion points included:

- The accounts were clear and provided effective assurance
- Cash balance – utilisation for return on investment – could be other opportunities
- Was there any risk of the cash balances being subsumed by central government.

It was commented that there was no experience of this – a possible question might be why more of the money wasn't spent on the student experience, but there were good reasons for maintaining the position as is.

- Previous discussion about levels of Element 1 & 2 funding were referenced and the competing tensions of requesting increased funding against the financial position.

This was acknowledged.

It was suggested that there would be a need to clearly demarcate the benefits, but also to question why the college should fund LAs through its own good financial management / performance.

It was also emphasised that although the college had a healthy cash balance it was in fact in the position of having to fund its own capital developments.

- Reference was made to the regional LA approach to inflation increases for the independent sector providers, and that there may be the potential for a home LA to adopt a similar approach.

It was highlighted that the college was undergoing an additional capital programme and to recognise its impact. This had been scrutinised and complimented by the DfE.

The college did not have a formal reserves policy; it was suggested that this be considered.

- It was suggested that this fed into identification of risk appetite. This was something that could be considered in conjunction with governors to provide the SLT with parameters.

It was commented that this would be welcomed.

- It was reported that the Audit Committee had discussed risk appetite.
- It was advocated that this required balance.
- It was queried if consideration had been given to pathways to employment / match funding. Engaging with corporate partners who would contribute time / resources, rather than finance. Such programmes could count as 'contribution in kind' with the finance provided by the college.

It was agreed that this be considered further outside of the meeting.

[ACTION]

It was **RESOLVED THAT** the draft Month 12 Management Accounts be noted and received.

13.2 DfE Funding Assurance Review

The Vice Principal Finance and Resources presented an update report on the DfE Funding Assurance Review (circulated, document Oct 25/21).

The college was notified that it had been selected for a Funding Assurance Review of DfE funded provision for the 2024/25 funding year in July.

The review was carried out by KPMG. Funding Reviews are carried out either on a random basis, as was the case for Hereward, or due to the risk profile of the organisation. The outcome of a Funding Review would be either Satisfactory or Unsatisfactory.

The review took place during w/c 8th September and considered 16 – 19 Study Programmes, ASF Learners and Bursary Learners.

A number of issues were flagged and points raised by KPMG were addressed by the team.

Draft Outcome

At a closure call on 16th September, KPMG stated that the conclusion for 16-19 Study programmes and ASF funding was Satisfactory. KPMG do not carry out final analysis on the Bursary work as this reverts to the DfE.

Actions required in respect of Bursary Audit

DfE had asked for further work to be completed, after which KPMG would resample.

A formal report is expected in November 2025.

It was **RESOLVED THAT** the report on the DfE Funding Assurance Review be noted and received.

13.3 Reporting of expenditure over £100k

The Vice Principal Finance and Resources presented report detailing expenditure over £100k (circulated, document Oct 25/22).

The Finance Regulations Scheme of Delegation sets out approval limits and requires that all purchases and contracts between the values of £100,001 and £500,000 be approved by both the Principal and Vice Principal, Finance & Resources in addition to the budget holder and that such approvals are to be notified to the Corporation.

The report covered the period January to September 2025.

It was **RESOLVED THAT** the report on expenditure over £100k be noted and received.

13.4 Residential Provision Update Report

An update report was considered (circulated, document Oct 25/23). The confidential classification of the report, and detail was noted.

See separate confidential minutes

13.5 Annual HR Report 2024/25

The Vice Principal Finance and Resources presented the annual HR report (circulated, document Oct 25/24).

Detail of HR metrics included:

- Staff turnover rate
- Sickness absence
- Employee relations
- Workforce growth
- Length of service
- Diversity and inclusivity
- Strategic projects and initiatives
- Legislative changes

The quality of the report was commended.

It was **RESOLVED THAT** the annual HR report 2024/25 be noted and received.

25/14 **SAFEGUARDING and PREVENT**

14.1 **Annual Safeguarding Report 2024/25**

The Deputy Principal presented the Annual Safeguarding Report 2024/25 (circulated, document Oct 25/25).

The report provided detail on work completed in 2024/25 including:

- Mental Health Awareness
- Time for You counselling service
- Summary safeguarding data
- Tiering data:
 - Tier 3 (intensive support): increased
 - Tier 2 (targeted support): increased
 - Tier 1 (general support)) reduced
- Prevent update
- Training
- Section 175/157 Safeguarding Audit

The report was considered comprehensive.

It was noted that the data relating to the How Safe Do You Feel questionnaire indicated a slight decrease (1%). It was suggested that if learners felt safe, they were more likely to succeed.

It was **RESOLVED THAT** the Annual Safeguarding Report 2024/25 be noted and received.

14.2 **Safeguarding Update September 2025**

The Deputy Principal presented a Safeguarding update report (circulated, document Oct 25/26).

The report provided a position statement with regard to Safeguarding at the start of the 2025/26 academic year.

Detail included:

- Operational MDT
- Clinical MDT
- Mental Health and Counselling Support
- Safeguarding Supervision and Quality Assurance
- Tiering data as allocated September 2025:
 - Tier 3: reduction
 - Tier 2: increase
 - Tier 1: static
- Data and Safeguarding referrals
- Behavioural incidents and Team Teach
- Keeping Children Safe in Education compliance

It was **RESOLVED THAT** the Safeguarding Update October 2025 be noted and received.

25/15 **AUDIT**

15.1 **Audit Committee Meeting – 29th September 2025**

The Chair of the Audit Committee presented a report on the Committee Meeting, 29th September 2025 (circulated, document Oct 25/27).

The business considered, outside of the agenda for this meeting, and detail brought to the attention of the Corporation included:

- Deep Dives
- Regularity Self-Assessment Questionnaire 2024/25
- Committee Self-Assessment 2024/25

- Internal Audit Service
 - Cyber Security Review
 - Internal Audit Service Annual Report 2024/25
 - Internal Audit Progress against Internal Audit Plan 2025/26
- Draft Audit Committee Annual Report 2024/25
- Progress against Audit Recommendations
- Annual Value for Money Report 2024/25
- Gifts and Hospitality

It was reported that there had been extensive discussion at the meeting on Artificial Intelligence, not least on how to get to a strategic position with regard to this.

It was noted that the Q&S Committee schedule of Deep Dives included consideration of Artificial Intelligence at the meeting scheduled for June 2026. There was discussion as to whether the scope of this review could be shared with the Audit Committee and if this should then be considered against assurances that the Audit Committee would seek, to determine if the initial scope required widening and if there should be a 'joint presentation' to both committees.

Attention was drawn to the Cyber Security Review, and it was suggested that the Corporation needed to keep this 'front of mind' both strategically and operationally.

It was **RESOLVED THAT**

- i. the report on the Audit Committee Meeting, 29th September 2025 be noted and received.
- ii. The Chairs of the Audit Committee and Quality and Standards Committee liaise with regard to the scope of the Deep Dive into AI scheduled for June 2026. **[ACTION]**

15.2 Annual Risk Management Report 2024/25

The Vice Principal Finance and Resources reported on the Annual Risk Management Report 2024/25 (circulated, document Oct 25/28).

It was noted that the report had been considered by the Audit Committee at the meeting held on 29th September 2025.

Highlights included:

- Senior leaders have continued to drive a risk-based approach across all college operations.
- Updates on progress have been provided to the Board and Audit Committee on actions taken throughout the year.
- An analysis of the categorisation of residual risks for 2024/25 was provided with a comparison of the position in previous three years.

It was **RESOLVED THAT** the Annual Risk Management Report 2024/25 be noted and received.

25/16 QUALITY AND STANDARDS

16.1 Quality and Standards Committee Meeting – 22nd September 2025

The Chair of the Quality and Standards Committee presented a report on the Committee Meeting, 22nd September 2025 (circulated, document Oct 25/29).

The business considered, outside of the agenda for this meeting, and detail brought to the attention of the Corporation included:

- Adult Skills Fund Strategy Implementation Plan
- Careers and employability Implementation Plan
- Deep Dive Presentation – Learning for Life provision
- Residential Provision Report
- LOOP 2024/25 Action/Implementation Plan

- Draft Self-Assessment Report 2024/25 & provisional QuIP 2025/26
- Deep Dives (future)
- Policy Review: approval of Admissions and Transition Policy (delegated authority)
- Committee Self-Assessment 2024/25

The position with regard to the Self-Assessment Report 2024/25 was questioned.
It was confirmed that this was now complete.

It was **RESOLVED THAT** the report on the Quality and Standards Committee Meeting, 25th September 2024 be noted and received.

16.2 Annual Complaints Report 2024/25

The Deputy Principal reported on the Complaints 2024/25 report (circulated, document Oct 25/27).

It was reported that the report had been considered in detail at the Quality and Standards Committee meeting held on 22nd September 2025.

The report summarised the key headline data from complaints received by the college during the academic year 2024/25.

The number of complaints received in the academic year 2024/25 totalled 5, an increase of 4 compared with the previous year.

It was highlighted that one was partially upheld, with the remaining 4 not upheld.

Comparative data and diversity monitoring data was provided.

It was queried if compliments were reported.
It was confirmed that this was not the case.

It was suggested that this be adopted.

[ACTION]

25/17 ANY OTHER BUSINESS

It was confirmed that there had not been any prior notification of any other business items.

The Chair reported that at the end of each meeting he would pose the same question:
Had any significant risks been discussed that were not part of the Strategic Risk Register?

It was advocated that this provided for valuable conversations when appropriate.

It was queried if there would be a benefit to including AI as a standing agenda item.

It was suggested that AI be considered in further detail outside of the meeting to allow consideration of the opportunities and risks to be mitigated.

Attention was drawn to the fact that AI was included in the IT Strategy. An audit across college would be conducted and more time would be needed to determine the position and future direction.

It was queried if it could be a specific theme for a strategy event.

It was reported that the SLT were working on increasing knowledge and understanding and that this included attending events at the upcoming AoC Annual Conference.

There was discussion of the potential to bring some externality to the process, with reference made to the LinkedIn article (Karl George) that the Audit Committee Chair had shared with a small number of governors.

It was agreed that this would be issued to the whole membership.

[ACTION]

25/18 DATE OF THE NEXT MEETING

The date of the next meeting was confirmed as Tuesday 9th December 2025.

Signed:

Chair

Date: