MINUTES OF A MEETING OF THE BOARD OF LEICESTER COLLEGE CORPORATION HELD ON 2 JULY 2026

Present:	Neil McDougall (Chair)	Vipal Karavadra
	Kyle Cameron	Nicky Randall
	Shawn George	Robert Radford
	Lesley Giles	Lee Soden
	Shabir Ismail	Tom Wilson
	Chan Kataria	
In Attendance:	Louise Hazel	Director of Governance and Policy
	Amanda Scott	Director of HR
	Zubair Limbada	Deputy Principal Finance and Corporate Services
	Randeep Sami	Deputy Principal Curriculum and Quality

1 WELCOMES AND DECLARATIONS OF INTERESTS

1.1 Senior Postholders declared an interest in item 9; Lesley Giles, Vipal Karavadra and Lee Soden declared an interest in item 13.

2 APOLOGIES FOR ABSENCE

2.1 Apologies for absence were received from Vipul Bechar, Jude Mellor, Steve Munro, Jackie Rossa and Sophie Strevens-Robinson.

3 MINUTES OF THE LAST MEETING AND MATTERS ARISING

3.1 **Members of the Corporation received and approved the minutes of the meeting on 16 April 2026.**

3.2 **Members of the Corporation received and approved the notes of the Away Day on 5-6 June 2026.**

4 TEACHING AND LEARNING QUALITY UPDATE

4.1 The Deputy Principal Curriculum and Quality gave an update on teaching and learning quality. The following points were highlighted.

4.1.1 The current position was positive. There were still some areas of focus including attendance, Functional Skills maths and level 1 outcomes but these were all targeted in QIP and the Quality Strategy.

4.1.2 The new quality framework focussed on impact rather than activity with an emphasis on student behaviours and attitudes aligned to the new Leicester College Commitments.

4.1.3 The College needed to be surgical in its response to issues with rapid and targeted interventions. Improved dashboards would enable staff to drill down to student level, identify any vulnerabilities for students.

Student feedback would also be sought.

4.1.4 The new Focussed Improvement Plans (FIPs) would be introduced for areas which showed underperformance; this could be the result of a quality or other issue. Teachers and PLs would be involved in the FIP meetings.

4.1.5 Personal Development (PD) would be rebranded as 'Thrive' and would include PD, enrichment and careers.

4.1.6 In terms of qualification reform, the College was one of the few FE colleges involved in the DfE Pioneer Group and so was benefiting from early discussions about how the reforms would develop and timelines. It also provided opportunities for networking across other institutions and horizon scanning. Responding to the reforms would be challenging; the College had submitted a transition plan for the reforms as required.

4.1.7 Strategic priorities for the coming year were outlined and included improving attendance, strengthening the use of diagnostic assessment, embedding Thrive, strengthening intervention strategies, using quality processes to support staff development, reviewing value added methodologies and ensuring curriculum planning and quality improvement was aligned to the College's priorities.

4.2 **Governors** asked the following **questions** and made the following **comments**:

4.2.1 **What was the staff's view of the FIPs?** It would be important to involve more layers of staff in the processes including involving PLs in the performance review meetings so they could understand the data and how issues were identified. The change was viewed positively by staff.

4.2.2 **How did V levels differ?** They were more aligned to an A level model; students could study three V levels or a combination of V and A levels.

4.2.3 **Would there be one provider for each student and would there be a need to subcontract any delivery?** This was still to be worked out; early conversations were taking place with other providers over how colleges could work collaboratively.

4.2.4 **How did surgical intervention work when there were multiple layers?** The dashboards would enable staff to look at individual student data which was where the intervention would take place. Support would be provided by the Quality team to equip staff to put in place effective interventions and attendance would be monitored over 30 days for impact of any interventions.

4.2.5 **How would those staff who did not want to engage be managed?** The new dashboard had been presented to all curriculum managers and had been universally welcomed; they agreed it would make it easier to hold staff to account. Starting the conversations now and explaining the reasons for and benefits of the changes would help change the culture.

4.2.6 **What was the V levels timeline and how did it relate to other curriculum reforms?** A small number of V levels would be introduced in 2027/28; this would disadvantage colleges which did not offer A levels and could not therefore offer a coherent mix of V levels for students. More would be introduced in 2028/29. A decision would then follow as to which qualifications would be defunded. The College's curriculum planning in 2026/27 would be key.

4.3 **Members noted the teaching and learning quality update.**

5 STAFF CULTURE SURVEY

5.1 The Director of HR presented the results of the staff culture survey. The following points were highlighted.

5.1.1 The Staff Culture Survey showed strong staff engagement with the highest ever response rate at 73%. This provided a more meaningful baseline with valuable insights into staff satisfaction and areas for development.
5.1.2 The survey used a five-point score resulting in a high percentage of neither agree/disagree responses which skewed some of the data.
5.1.3 There was an 80% overall agreement rate which was very positive.
5.1.4 The survey highlighted strengths with high scores exceeding external benchmarks in safeguarding awareness (94%) and staff pride (85%), and in equality and local line management (83%).
5.1.5 Areas for improvement included sufficiency of professional development (70%), communication (59%), equipment effectiveness (64%), understanding change rationale (64%), and feeling safe to challenge decisions (59%) although these all included high levels of neutral responses.
5.1.6 There were differences in responses by staff groups.
5.1.7 An action plan had been developed to address the issues through leadership development, improved communication, wellbeing strategies, equipment audits, and enhanced training.

5.2 **Governors** asked the following **questions** and made the following **comments**:

5.2.1 **How had the free text responses been analysed?** All comments had been read through; AI had also been used to help summarise some of the issues.
5.2.2 **What was the one thing for governors to take away from the responses?** The responses showed the commitment and loyalty of staff and their willingness to recommend the College; these were all hard to get right so very encouraging.
5.2.3 **Overall, it was a good result; the positive responses to line managers was particularly encouraging. In terms of the dissatisfaction with equipment, was this previously known, and was it to do with budgetary constraints?** The comments had been analysed further to get behind the responses. It appeared that people did not have access to IT, or insufficient IT. This was more an issue for delivery staff than support staff and so was being looked into.
5.2.4 **To what extent did lower satisfaction among delivery staff impact on students?** The responses were not out of sync with other colleges but 80% was still a good response and not so poor that it was likely to impact on students. There were differences between areas, and these were the ones to focus on.
5.2.5 **The high response rate was encouraging; what more could be done to get behind the data?** Comments could be viewed for each area. IT and communications were the main areas of concern, with communications between departments apparently the issue.

5.2.6 **The responses in relation to confidence to challenge decisions was a concern and a reflection of psychological safety.** The College had been through two years of change, and this was still settling down but the responses to that question had been disappointing. The visibility of leaders had been highlighted but overall, the culture was very positive. There were very few comments that suggested any concerns over psychological safety; it was more a question of people having had the opportunity to challenge but not liking the response. The response score on this question was comparable to recent data published by Investors in People. There was work still to do and the Principal had highlighted this at recent staff presentations, reminding staff that they should feel safe to challenge.

5.2.7 **Was the issue with communications across the College about communications from management or how decisions were made?** The question could be interpreted in a number of ways but responses appeared to be about cross-departmental communication and as a result of systems or process changes.

5.3 **Members noted the results of the staff culture survey.**

6 FINANCE REPORT (PERIOD 10) AND SUMMER REFORECAST

6.1 The Deputy Principal presented the finance report (period 10) and summer reforecast. The following points were highlighted.

6.1.1 The year-to-date result was an operating surplus after restructuring costs of £1,002k compared to the budgeted surplus of £1,020k.

6.1.2 16-18 learner responsive numbers were slightly above allocation but there had been under recruitment to T level courses resulting in an in-year clawback of funding.

6.1.3 Expectations were that the Adult Skills Fund (ASF) target would be met and potentially exceeded but there was no confirmation that delivery above allocation would be paid.

6.1.4 Apprenticeship income had not matched the spring reforecast target and the budget had been reduced in the summer reforecast by £287k.

6.1.5 Tuition fee income continued to be challenging and forecast income was reduced in the summer reforecast by £151k.

6.1.6 A summer reforecast had been undertaken. Overall, the expected EBITDA surplus after restructuring costs had decreased by £130k, from £2,632k to £2,502k.

6.1.7 In early June, the College was informed of its Inclusive Mainstream Fund allocation of £585k to cover the period from April 2026 to March 2027. The proportion of this allocation relating to the period up to 31 July 2026 had been included within the summer reforecast.

6.1.8 The College would meet its bank covenants and achieve a 'good' financial health rating, based on the summer reforecast. The College remained a going concern.

6.2 **Governors** asked the following **questions** and made the following **comments**:

6.2.1 **The summary showed the College to be a in good place.**

6.2.2 **Did the IMF come with additional expectations in terms of reporting?** The DfE and Ofsted would be most interested in the impact of the funding. The College would record how the funding was spent and would be able to provide this information if subject to a funding audit. It was noted that the funding was for three years, and it was up to colleges to decide how they used the funding and covered any costs after those three years.

6.2.3 **Had there been discussions with the auditors about going concern?** Discussions were still at a planning stage but there were no concerns this year.

6.2.4 **The cash position should provide comfort; auditors would look at the position at the point at which the accounts were signed.**

6.3 **Members of the Corporation <u>noted</u> the period 10 finance report and <u>approved</u> the summer reforecast.**

7 <u>RISK MANAGEMENT 2026/27</u>

7.1 The Chair of the Audit Committee presented the Risk Appetite Statement and Risk Register for 2026/27. The following points were highlighted.

7.1.1 A workshop on 12 May 2026 had discussed the College's approach to risk for the next strategic plan. Governors and the Executive Leadership Team contributed via a questionnaire on risks and opportunities, which informed the draft register.

7.1.2 The revised risks were then discussed by the Audit Committee; 13 new strategic risks were proposed. Key changes from previous years included new risks around governance/regulatory failure, student recruitment/market share, reputational damage, failure to respond to external change. Sustainability, IT, and estates risks were now integrated into broader transformation risks. There was no separate risk for partnerships/collaboration.

7.1.3 Risk levels and appetite were suggested in the register and reflecting current appetite for comparable risks this year.

7.1.4 Reference to 'fundamentals', the red lines around values, ethics and legal and compliance, had been included in the Risk Appetite Statement.

7.1.5 An Opportunity Register would be created to separate opportunity risks from principal risks.

7.1.6 An Emerging Risk Radar would also be developed and monitored by the Audit Committee.

7.1.7 Risk owners would identify actions, controls, and mitigations for each strategic risk.

7.1.8 The revised Risk Register, Opportunities Register and Supporting documents would be discussed by the Audit Committee and brought back to the Corporation in the new academic year.

7.2 **Governors** asked the following **questions** and made the following **comments**:

7.2.1 **Where would the opportunities register be considered?** This would come to Corporation and opportunities would be discussed within Committees.

7.2.2 **This might add extra complexity if committees had to look at**

opportunities as well as risks. This would be reflected on and the Corporation could decide on what approach it wanted to take.

7.3 **Members of the Corporation approved the Risk Appetite Statement and Risk Register for 2026/27.**

8 PLANS FOR 2026/27

8.1 The Principal introduced a series of plans for 2026/27. The following points were highlighted.

8.1.1 The draft plans had been considered at the away day and by Committees. There was an agreement that plans needed to be fluid because on ongoing change and the need to remain adaptable.
8.1.2 It was also recognised that it was not possible to achieve everything set out in all the strategies and so the ELT would be reviewing the plans and looking at immediate priorities including for delivery and estates work.

8.2 The Deputy Principal Curriculum and Quality presented the Curriculum Plan for 2026/27. The following points were highlighted.

8.2.1 The Curriculum Strategy including the Curriculum Delivery plan took into account curriculum reforms and included a focus on inclusion and prioritising the student experience. The three relevant Strategic Commitments were threaded through the strategy.
8.2.2 The College had a broad curriculum offer and this would be reviewed over the coming year, including assessing areas of potential growth or contraction, and quality issues. Work would continue with other providers to assess where the College sat in the local landscape and it could meet employers' needs over the coming years.
8.2.3 The development of a coherent foundation learning offer was a key component of the plan.
8.2.4 Risks were identified in the strategy and highlighted the importance of remaining flexible during a period of change.

8.3 In response to a **question** as to how the plans were being communicated to staff and how they would be taken on the journey, it was explained that the Principal had highlighted the new Strategic Plan and supporting strategies during his talks. Directors were asked to share the strategies with their teams but all staff were encouraged to read them and ask their managers about the impact on their team. Two new Assistant Principals had been appointed and would be responsible for making sure the strategies had an impact on the ground.

8.4 The Deputy Principal Curriculum and Quality then presented the Partnerships report. The following points were highlighted.

8.4.1 Four types of partnership were outlined in the report, each of which was strategically aligned to support student engagement and progression: subcontracting, delivery partnerships, strategic partnerships and bidding and project collaboration.

8.4.2 The subcontract with the National Space Centre was very successful in supporting 16-18s and was low risk. Subcontracting remained very small at 0.09% of funding.
8.4.3 A new delivery partner, the Crown Group, was being proposed subject to due diligence. This was designed to provide strong positive destinations into work.
8.4.4 Sector based work academies continued with over 400 students.
8.4.5 A new strategic partnership was being explored with Claire Clark, a well-known and highly respected pastry chefs in the world who wanted to find a new home for her Claire Clark Academy. This would be high profile and a great opportunity for students; it would also bring in additional sponsorship. There were some costs associated with branding and potentially staffing but discussions were positive.

8.5 **Governors** asked the following **questions** and made the following **comments**:

8.5.1 **What was the income versus costs for the Claire Clark proposal?** The costs could be around £50-£60k but this also unlocked the potential for no or low-cost equipment through sponsorship. There might be some additional staffing costs as Claire would also want to teach. An application for funding would also be made to the Savoy Trust. Discussions would continue and due diligence would be completed.
8.5.2 **Was student funding through the normal funding methodology?** It was. There was a lot of freedom to develop the curriculum and so the College would work with Claire to develop a suitable curriculum offer.
8.5.3 **This might also be a good opportunity to engage the awarding body.** Agreed.
8.5.4 **Should the reference in 5.4 be LPT rather than NHS UHL?** It should, this would be corrected.
8.5.5 **Some of the delivery partnerships were quite large; it would be helpful to include values.** Noted.
8.5.6 **What was the relationship between this paper and the Stakeholder Engagement Strategy?** This would be reflected on. Every relationship would be different; some might have a monetary value and some would be more about developing strategic understanding and relationships.

8.6 **Members of the Corporation <u>approved</u>:**

8.6.1 **The Curriculum Plan for 2026/27.**
8.6.2 **The Subcontracting and Tendering Policy and Subcontracting Statement.**
8.6.3 **A further year's subcontract with the National Space Centre.**

8.7 The Deputy Principal Finance and Corporate Services presented the draft Budget for 2026/27 and the Financial Plan for 2027/28. The following points were highlighted.

8.7.1 The Draft Budget 2026/27 and 2027/28 Financial Plan outlined the financial strategy over the next two years. This had been discussed by F&GP.
8.7.2 The budget for 2026/27 showed an operating surplus of £746k. Total

income for 2026/27 was forecast to increase by £1.6m to £60.2 million compared to 2025/26. This was mainly due to increases in 16-19 income and apprenticeship income while funding for adults had fallen. HE and tuition fees were held at 2025/26 levels which was felt to be prudent.

8.7.3 Inclusive Mainstream Funding would be available for three years and had been included.

8.7.4 Total forecast pay expenditure in 2026/27 would increase by £1.4m. The AoC had not yet announced a pay recommendation for 2026/27 but the budget incorporated an increase of 1%.

8.7.5 Total non-pay expenditure of £16.5 million was included. This included a minimal inflationary increase.

8.7.6 There was a tax provision on the balance sheet which could be released.

8.7.7 The budget for 2026/27 included an assumption of achieving the income and expenditure. The key risks facing the College were detailed within the report.

8.7.8 Financial health under the DfE criteria graded the College as 'good' in 2026/27 with a point score of 200. The planned budget met all the banking covenants.

8.7.9 On 1 July, the Government had announced additional funding for staff recruitment and retention; this would total £485m from September 2026 to March 2028. There were also changes following the TPS triennial valuation so the grant for that might reduce.

8.7.10 The College had not yet received its revised allocation and this might take several weeks, however following the discussion at F&GP, 2% and 3% pay and non-pay awards had been modelled. These showed that in order to achieve good financial health and 4% EBITDA, efficiencies would be required. These could come from curriculum changes, slowing recruitment, managing discretionary budgets and delaying spend. Depending on allocations and recruitment, the suggested efficiencies figure might be lower than suggested.

8.7.11 Historic pay and non-pay costs and year on year changes were explained showing that the figures modelled were reasonable.

8.7.12 Once the revised allocation had been received, further modelling would be needed; this would be brought through into the autumn reforecast. If the DfE required an earlier resubmission of the CFFR, additional meetings would be called if needed. The Chair and Chair of F&GP would be kept informed of any developments.

8.8 **Governors** asked the following **questions** and made the following **comments**:

8.8.1 **The budget was tight and non-pay remained a concern; the additional funding was welcome but mitigations would still be needed and these would take time.**

8.8.2 **The budget was prudent and it seemed reasonable to approve it subject to changes needed as a result of the funding.**

8.8.3 **When F&GP had reviewed the draft budget, no-one was comfortable with the 1% pay award so the extra funding was welcome. The high level of efficiencies seemed a tall order, given how much had been cut back over the last 10 years.** Agreed.

8.8.4 **It would be sensible to try and find some efficiencies during the current year.** Agreed.

8.8.5 **There was an important piece of work to do around the curriculum reform and curriculum offer.** Agreed.

8.8.6 **It would be important to make sure that the current government big ticket items were well reflected in the College's strategies and that it was in a good place to exploit them.** Agreed. Curriculum reform presented an opportunity to reset. The College was very experienced at managing tight budgets but it would need to look at where efficiencies would come from.

8.8.7 **The pensions valuation was positive; how could that be capitalised on?** Unions' expectations would need managing. Even if the College made a 3% or 3.5% award, it was unlikely that unions would be satisfied and there would probably be national industrial action.

8.9 **Members of the Corporation <u>approved</u> the Budget for 2026/27 and Financial Plan for 2027/28 for submission to the DfE, noting that both would be remodelled following confirmation of the revised allocation.**

8.10 Principal introduced the draft Strategic Plan 2026-2029, the Operating Statement for 2026-2029 and the Accountability Statement for 2026/27. The following points were highlighted.

8.10.1 Final comments were invited on the Strategic Plan. Further design work and some minor proofing was still needed. This document was intended to be used as a corporate document to share with employers and other stakeholders, to support funding bids and to inform devolution discussions. A separate document could be produced for students.

8.10.2 The Operating Statement would be revised following discussions over the summer and reports back on progress would be made to Corporation.

8.10.3 The Accountability Statement was a requirement and would be submitted to the DfE.

8.11 **Members of the Corporation <u>approved:</u>**

8.11.1 **The Strategic Plan 2026-2029, subject to any minor drafting or design changes.**

8.11.2 **The Operating Statement for 2026-2029.**

8.11.3 **The Accountability Statement for 2026/27 for submission to the DfE.**

Senior postholders, students and staff left the meeting.

9 <u>POLICIES FOR APPROVAL</u>

9.1 The Director of HR presented a paper on Senior Postholder procedures. The following points were highlighted.

9.1.1 The paper set out proposed changes to the procedures to address discipline, grievance and capability issues. The College had procedures for all staff but due to the nature of senior postholder contractual arrangements and the necessary involvement of the Corporation, separate procedures were required.

9.1.2 The suite of procedures was developed in 2023 to better reflect the roles, responsibilities and contractual arrangements of senior postholders. In line with the agreed three-year review cycle, the procedures were due for review.
9.1.3 Minor changes to were proposed to the Grievance and Capability procedures. The Disciplinary procedure now clarified the various stages in the process and allowed delegation of responsibility to suspend in extreme circumstances.
9.1.4 The affected staff and NEU had been consulted on the revised procedures.

9.2 **Members of the Corporation approved the Senior Postholder Policies.**

9.3 The Director of HR presented the Senior Postholder Salary Framework. The following points were highlighted.

9.3.1 The Senior Postholders' Salary Framework for 2026/27 ensured fair, transparent, and compliant remuneration decisions for key leadership roles. It aligned with the Senior Post Holder Remuneration Code and government pay controls.
9.3.2 The framework covered the Principal and CEO, Deputy Principals, and Director of Governance and Policy roles, with salary reviews informed by benchmarking, performance, and sector data.
9.3.3 Salary benchmarking had been deferred due to the Strategic Plan extension and senior appointments being made in 2026; it was proposed this now take place in Autumn 2026.
9.3.4 The Finance and General Purposes Committee oversaw remuneration decisions, recommending changes to the Corporation for approval.

9.4 **Members of the Corporation approved the Senior Postholder Salary Framework.**

Senior postholders, students and staff rejoined the meeting.

10 ACTIONS FROM EXTERNAL BOARD REVIEW

10.1 The Director of Governance and Policy presented suggested revisions to the Instrument and Articles and Standing Orders. The following points were highlighted.

10.1.1 The paper proposed amendments to the Instrument and Articles and Standing Orders to align governance documents following the external board review.
10.1.2 Changes focussed on amending terms of office for governors to reflect sector best practice with a proposal to move to four-year terms for governors, limiting service to two terms except in exceptional cases and with specific transitional arrangements for current governors.
10.1.3 The Standing Orders would incorporate a Succession Planning Policy and allow term extensions by one year under special circumstances.
10.1.4 These changes were designed to ensure compliance with the FE Code

of Good Governance while addressing risks related to continuity and recruitment.

10.2 **Members of the Corporation approved the revised Instrument and Articles and Standing Orders.**

10.3 The Director of Governance and Policy presented a paper seeking confirmation of the Corporation's ongoing commitment to the Further Education (FE) Code of Good Governance and the Nolan Principles. The following points were highlighted.

10.3.1 The Corporation was required to sign up to a code of governance and report on this in its annual financial statements. It currently operated in accordance with the FE Code of Good Governance and applied the Seven Principles of Public Life (Nolan Principles) as part of its governance framework.

10.3.2 While compliance had been demonstrated through internal self-assessment and audit, there was no formal annual confirmation or clear visibility of this commitment in Corporation papers and minutes.

10.3.3 The External Board Review found strong governance but noted limited awareness of the Nolan Principles among some governors and recommended more explicit incorporation of these principles in induction and annual reaffirmation.

10.4 In response to a **question** as to whether and how the Nolan principles could translate into behaviours, it was confirmed this would be considered.

10.5 **Members of the Corporation confirmed the continued adoption of the FE Code of Good Governance from 1 August 2026 and reaffirmed commitment to the Nolan Principles.**

10.6 The Director of Governance and Policy presented a training plan for governors. The following points were highlighted.

10.6.1 The 2024/25 self-assessment and external board review found that while governors were aware of training opportunities, not everyone had participated.

10.6.2 The College subscribed to the Education and Training Foundation governor development programme, offering a range of modules.

10.6.3 The plan detailed recommended training for each governor role, including mandatory modules for roles such as safeguarding governor, Chair, and Committee Chairs.

10.6.4 Additional development opportunities were available through Association of Colleges networks, in-house meetings, and briefings.

10.7 In response to a **question,** it was confirmed that the Training plan could be renamed the Training and Development Plan

10.8 **Members of the Corporation approved the Training and Development Plan.**

11 BUSINESS CYCLE 2026/27

11.1 The Director of Governance and Policy presented the Corporation Calendar and Business Cycle for 2026/27. The following points were highlighted.

11.1.1 The business cycle and workplan for the Corporation followed a similar pattern to previous years although would be adapted in year as necessary.

11.1.2 In addition, masterclasses and development sessions would be held; the topics would be informed by the self-assessment responses.

11.2 **Members of the Corporation approved the Corporation Business Cycle.**

11.3 The Director of Governance and Policy presented the Committee Terms of Reference for 2026/27. Proposed revisions had been discussed by the relevant Committee.

11.4 **Members of the Corporation approved the Committee Terms of Reference.**

Lesley Giles, Vipal Karavadra, Lee Soden, Zubair Limbada, Randeep Sami and Amanda Scott left the meeting.

12 ELECTION OF VICE CHAIR

12.1 The Director of Governance and Policy presented a paper outlining the process for electing a new Vice Chair of Governors. The following points were highlighted.

12.1.1 The current Vice Chair of Corporation's term of office would end on 12 September 2026.

12.1.2 Three applications had been received, from Lesley Giles, Vipal Karavadra and Lee Soden. An election would need to take place.

12.2 In response to a **question** it was confirmed that the election of the Vice Chair was required by the Instrument and Articles (I&A) rather than as an appointment of the Search and Governance Committee. This was standard practice in the sector. Any change to this would require a change to the I&A.

12.3 **Members of the Corporation held a secret ballot.**

12.4 **Members of the Corporation elected Lesley Giles as Vice Chair of Corporation from 13 September 2026.**

Lesley Giles, Vipal Karavadra, Lee Soden, Zubair Limbada, Randeep Sami and Amanda Scott rejoined the meeting.

13 GOVERNOR VISIT REPORTS

13.1 **Members of the Corporation received and noted the governor visit reports.**

14 OPERATING STATEMENT PROGRESS REPORT

14.1 **Members of the Corporation received and noted the Operating Statement Progress Report**

15 ITEM FROM AUDIT COMMITTEE: RISK MANAGEMENT UPDATE

15.1 **Members of the Corporation received and noted the risk management update.**

16 HEALTH AND SAFETY POLICY STATEMENT

16.1 **Members of the Corporation received and noted the Health and Safety Policy Statement.**

17 GOVERNOR APPOINTMENTS

17.1 **Members of the Corporation received and noted the governor appointments report.**

18 DATES OF FUTURE MEETINGS

- 15 October 2026
- 26 November 2026 (Special)
- 8 December 2026
- 28 January 2027 (TBC)
- 18 March 2027
- 11/12 June 2027 Away Days
- 1 July 2027

19 ANY OTHER BUSINESS

19.1 The Principal explained that this would be the last meeting for Kyle Cameron and Shawn George, and Tom Wilson. They were all thanked for their contributions. The student governors were particularly thanked and praised for their engagement and their willingness to contribute so positively during meetings. Ton Wilson was thanked for his support for the College over nine years including as Chair of the Student Liaison Committee, safeguarding lead and Vice Chair. All three governors were wished well for the future.