



**Non-Confidential Minutes of the Corporation Meeting  
held on 23 October 2025 at 5:30pm at Bishop Burton College**

Corporation Members	Appointed as	Chair/Vice	Apologies
Angela Moran	Independent Member	<b>Chair</b>	
Susan Hamer	Independent Member		Apologies Received
Jim Harris	Independent Member		
Chris Henson	Independent Member		
John Hurst	Independent Member		Apologies Received
Robert Knight	Independent Member		Apologies Received
Emma Middleton	Independent Member		
Adam Milner	Independent Member		
Olly Nicholl	Independent Member		
David Richardson	Independent Member		
Martyn Thomas	Independent Member		
Gray Towse	Independent Member		
Ian Watson	Independent Member		
Danny Metters	Ex-Officio		
Laura Woodhouse	Staff Member		
Neil Cunningham	Staff Member		
Isaac Blakey	Student Governor		
Ivy Knowles	Student Governor		

<b>In Attendance</b>			
Kate Calvert	Chief People Officer	(until )	<b>(CPO)</b>
Beth Curtis	Vice Principal Riseholme & Business Development	(until )	<b>(VPRBD)</b>
Stephen Kelly	Chief Financial Officer	(until )	<b>(CFO)</b>
Sharron Mansell	Vice Principal Quality of Education & Skills	(until )	<b>(VPQES)</b>
Helen Wooldridge	Vice Principal Growth Planning & Performance	(until )	<b>(VPGPP)</b>

(Minutes: 2025/26.3)

**Glow Up & Connect Campus Tour**

Governors were invited to participate in the Campus Glow Up Tour, which commenced at 4:30 p.m. The purpose of the tour was to showcase the recent improvements and enhancements made to the campus and its facilities, demonstrating the College’s commitment to providing an outstanding environment for students and staff. As part of the tour, Governors visited the recently refurbished Learning Resource Centre and Student Services areas. During these visits, staff provided an overview of the improvements that had been made to enhance the student experience. These enhancements included creating closer integration between student learning spaces and academic offices to increase access to academic support. In addition, the configuration of student support areas was redesigned to provide private spaces for confidential discussions and tailored support, ensuring that students feel comfortable and secure when seeking assistance.

Following the tour, Governors joined members of the Student Association and the Staff Council for a pre-meeting buffet. This informal gathering provided an opportunity for Governors to engage directly with students and staff, fostering open dialogue and strengthening relationships across the College community. During the discussions, Governors explored the shared commitment to the College’s guiding principle of **“Students First, Staff Always.”** The conversations also focused on how the College’s values are being embedded into everyday practice and the positive impact these values have on the culture of the College. Governors noted the importance of maintaining this strong values-based approach as a foundation for student success and staff engagement.

**1 Welcome and Apologies for Absence**

The Chair of the Corporation (**Corporation Chair**) opened the Meeting with a welcome to all; noting thanks to everyone for attending. The Principal was invited provide an update the Corporation on the OFSTED Care Standards Inspection which had concluded earlier that day.

**Ofsted Care Standards Inspection Update**

*(Presentation included in the record as Tabled Item 1)*

The Principal provided a comprehensive update on the recent unannounced Care Standards Inspection conducted by OFSTED. The Inspection Team contacted the College on Tuesday and arrived on site the same day in line with

standard practice. The Inspection Team was carried out over two days and involved three inspectors: one lead inspector and two supporting inspectors. The first day focused on discussions and scoping activities, while the second day included visits to both Bishop Burton and Riseholme campuses, as well as a detailed review of documentation. The Principal explained that the outcome of the Inspection was extremely positive. The College was graded Outstanding in all three key areas:

- the overall experience and progress of young people
- how well young people are helped and protected
- the effectiveness of leaders and managers, including governors and governance

This resulted in an overall grade of Outstanding.

The Principal highlighted that this inspection was conducted under a new, more rigorous framework, which has led to many colleges being downgraded from Outstanding to Good. Therefore, achieving Outstanding under this framework is a significant accomplishment. Inspectors praised the College for its open and transparent culture, noting that all staff demonstrated a consistent student-first approach. They commended the strong safeguarding practices, proactive risk management and the impact of staff training, which was described as creative, innovative and relevant to industry needs. Staff were recognised for their emotional intelligence and ability to build trusting relationships with students. Governors were also acknowledged for their commitment and engagement with the College. Inspectors had reported that they had observed the College's values in all interactions and that students were treated as individuals rather than a homogeneous group. Well-being services and community engagement were highlighted as exemplary. Feedback from parents and students was overwhelmingly positive, with parents describing the College as "an extended family" and students expressing that they felt safe, respected, and supported. The inspection team identified three areas for improvement, described as "Even Better If":

- Board Minutes published on the College website clearly reflected the Corporation's oversight of residential services. The Corporation Chair confirmed that the focus on residential had already been considered at the recent Governance, Search and Remuneration Committee (**GSR Committee**), alongside plans for a comprehensive website review. The Corporation further noted that all Committee Minutes will transition to being published on the College website, and a full website audit will be undertaken to ensure compliance;
- the College adopts the Social Care Standards for staff checks within residential areas; and
- the College ensures they have received and reviewed Ofsted's Annual Survey findings.

The draft Ofsted report is expected within eighteen days, followed by a five-day accuracy check before publication on Ofsted's website after internal assurance processes. The Principal confirmed that the College will share the provisional grade internally prior to any public release and will ensure communication is managed appropriately. Concluding the update, the Principal thanked all staff and governors for their contribution to this outstanding outcome, noting inspectors' praise for the College's culture of transparency and its strong commitment to student welfare

The Corporation Chair noted her thanks to everyone involved in the Inspection and especially to Chris Henson (Vice Chair) who acts as the Safeguarding, PREVENT and Residential Link Governor.

### **Student Governor Welcome and Thank you to Staff Governor**

The Corporation Chair noted a warm welcome to the Students Governors for their first Meeting, Isaac Blakely and Ivy Knowles. The Corporation Chair also extended the Corporation's warm thanks to Neil Cunningham (**Staff Governor**) who would be leaving the College and therefore his role as a Staff Governor as of 28 November 2025.

### **Apologies for Absence**

Apologies for absence were noted, **with consent**, from Susan Hamer, Robert Knight and John Hurst.

Sallyanne Pearson (Director of Governance (**DG**)) was noted as absent from the Meeting. It was confirmed that the Meeting would be recorded and Minutes produced by the DG thereafter. It was **RESOLVED** that Chris Henson, Vice Chair, would act as clerk during the Meeting, as required.

## **2 Declarations of Interest**

*(the Register of Interest: Corporation Members, Executive and Director of Governance, was included in the Meeting Pack).*

### **2.1 Consider and declare, as required, amendments to the Register of Interest**

The Chair noted that the Register of Interest had been updated drawing everyone's attention to the importance of keeping the Register of Interest updated.

### **2.2 Consider and declare conflicts of interest to items arising as part of the evening's business**

Nothing raised

**3 Appointment of Student Governors, update on Student Association & awarding Student Association Grant**  
*(Reference was made to the Executive Summary Report entitled "Appointment of Student Governors, update on the Student Association and awarding of Student Association Grant" circulated with the papers)*

**3.1 Formally note and approve the appointment of Isaac Blakey and Ivy Knowles as the Student Governors**

The Chair referred to the recommendation put forward from its GSR Committee to appoint Isaac Blakey and Ivy Knowles as Student Governors. The Corporation **APPROVED** the appointments of Isaac Blakely and Ivy Knowles to the Corporation and Curriculum and Quality Enhancement Committee (**C&QE Committee**) pending completion of pre-appointment checks. Isaac and Ivy were welcomed to the Corporation. It was noted that Ivy's term will be for two years, in line with the duration of her course and Isaac's term will be for one year due to his course length.

**3.2 Approve the amendment to the Student Governor Role Descriptor**

The Corporation Chair referred to the recommendation put forward the GSR Committee to approve the Student Governor Role Descriptor. The Chair explained the updated version was more accessible and user-friendly than the current version. The Corporation **APPROVED** the amended Student Governor Role Descriptor.

**3.3 Approve the adjustments made to the Student Governor appointment process, in principle, for formalisation in a "Student Member: Nomination and Appointment Procedure"**

The VPGPP outlined the changes to the appointment process for Student Governors which had been raised and endorsed by Governors at previous meetings. Previously, the elected President and Vice President of the Student Association were automatically appointed as Student Governors. It was explained that this approach had been amended and involved an interview-based selection, which had been successfully used for the current appointments. The Corporation **APPROVED** the Student Governor Appointment Process undertaken in principle; noting the Student Governor: Nomination and Appointment Procedure would codify the process.

**3.4 Receive the Student Association Report**

The Student Association Report was presented for noting. The Corporation confirmed they had reviewed the report. No questions or comments were raised.

**3.5 Approve the Student Association Accounts and the awarding of a £1,000 grant to the Student Association**

The Corporation considered the proposal to award an annual grant of £1,000 to the Student Association. This contribution was confirmed as a typical annual allocation and had been reviewed by the Finance and Resources Committee. The Corporation **APPROVED** the Student Association Accounts and the awarding of the £1,000 grant.

**4 Minutes and Actions Arising**

*(all Minutes noted were included in the either the Non-Confidential or Restricted Confidential Meeting Pack). The Action Summary was included in the Meeting Pack also)*

**Corporation Minutes**

The Corporation was asked to **receive** and **approve** the Minutes of the Meeting held on 17 September 2025:

- Non-Confidential: The Corporation **APPROVED** the Minutes as a true and accurate record of the Meeting
- Restricted Confidential: *taken as part of the Restricted Confidential Item*

**Actions Arising**

No actions arising.

**Committee Reporting**

The Corporation Chair handed over to Gray Towse, Chair of the C&QE Committee (**C&QE Chair**)

**5 Curriculum and Quality Enhancement Committee Meeting: 14 October 2025**

**5.1 Committee Minutes**

The C&QE Chair noted Minutes of the Meeting were not available owing to the timing of the meetings.

The Chair outlined key points covered in the C&QE Committee Meeting, including;

- **Tour of Residential Accommodation and Training on the Social Care Standards Framework**

The Committee's Governors had undertaken a tour of the residential accommodation allowing them to view the facilities and engage in informal discussions with a small number of students which was considered a valuable exercise in understanding the student experience. An accompanying training presentation had been planned for Governors but could not be delivered owing to time constraints. This presentation will instead be incorporated into the forthcoming Strategic Sprint, and an action was agreed to ensure its completion.

**ACTION: Residential Accommodation Training to be included as part of the Governor's Strategic Sprint**

- **External Observation: Stone King**

The C&QE Meeting had been observed by Stone King as part of the External Review for Governance.

- **Committee Papers**

The C&QE Chair noted the extensive agenda for the meeting but confirmed all papers had been submitted within the required deadline.

5.2 **Safeguarding**

*(The Executive Summary Report entitled "Safeguarding" and ancillary papers were included in the Meeting Pack)*

It was confirmed that the Annual Safeguarding Report had been reviewed and presented for information. Significant improvements were noted, including a more data-rich format with year-on-year comparative analysis. Areas for further development were discussed; particularly smarter data collection and staff have received substantial training to ensure effective use of systems. The Chair commended the work of the VPGPP and her team.

The Corporation **RECEIVED** the Annual Safeguarding Report into its record.

5.3 **Further Education: Self-Assessment Report and Quality Improvement Plans**

*(the Executive Summary Report entitled "Further Education: Self-Assessment Report and Quality Improvement Plans" and ancillary papers were included in the Meeting Pack)*

**Self-Assessment Report (SAR) 2024/25 and QIP 2025/26**

The C&QE Chair introduced the 2024/25 Self-Assessment Report (**SAR**). Significant changes to its format were outlined including its earlier completion in the academic year. Key improvements in the development and drafting of the SAR were outlined including a full external validation by an Independent Quality Consultant and subsequent scrutiny by the C&QE Chair, Senior Leaders and the Principal before submission to the C&QE Committee. It was confirmed that the College had self-assessed as Good overall and Good across each element of the OFSTED Framework. Priority areas for improvement were outlined to be:

- attendance (particularly for 16–18 learners)
- student progress to ensure students meet their full potential (not just pass their course)
- achievement rates for Education Programmes for Young People (EPYP) - especially Level 2 achievement impacted by GCSE resit performance and grade boundary changes.

The C&QE Chair explained that the SAR was accompanied by a detailed Quality Improvement Plan (**QIP**) for 2025/26 which set out actions to address these priorities amongst others. On the recommendation of the Committee, the Corporation was asked to **APPROVE** the:

- Self-Assessment Report 2024/25
- FE Quality Improvement Plan 2025/26

The Corporation **APPROVED** both the of the documents.

**Quality Improvement Plan 2024/25**

The C&QE Chair referred to the Quality Improvement Plan for 2024/25 and the closing down of the same.

The Corporation **RECEIVED** the same.

5.4 **Higher Education: Quality Improvement Plans and Special Curriculum & Quality Enhancement Committee Meeting**

*(The Executive Summary Report entitled "Higher Education: Quality Improvement Plans and Special Curriculum and Quality Enhancement Committee Meeting" and ancillary papers were included in the Meeting Pack)*

The C&QE Chair explained the differing timelines for Further Education (**FE**) and Higher Education (**HE**), noting the additional meeting on 1 December 2025 to conduct a full validation of the HE Self-Evaluation Document (**SED**). The C&QE Chair reported that the Committee had, however, considered the 2024/25 HE QIP and was confirming the closing down of the same.

On the advice of the Committee, the Corporation **NOTED** the Special Curriculum and Quality Enhancement Committee Meeting and **RECEIVED** the 2024/25 HE QIP

## 5.5 2025/26 Achievement Targets

*(The Executive Summary Report entitled “2025/26 Achievement Targets” and ancillary papers were included in the Meeting Pack)*

The proposed target of 86% achievement representing a 5% improvement on the previous year’s performance of 81%, was acknowledged as aspirational by the C&QE Chair. It was explained that the Committee had explored the basis of the confidence in achieving that target, given that similar improvements had not been realised in recent years. The rationale provided by the Executive Team / Senior Leaders included the implementation of a new academic structure, strengthened leadership and the appointment of the right managers, particularly within the middle management layer responsible for driving achievement and progress at student level. Additionally, cultural changes around ownership and collaboration were highlighted as being stronger than in previous years. The new Attendance Strategy, introduced at the end of last year, was also cited as a key factor supporting improvement.

The C&QE Chair explained that following discussion with the Executive Team / Senior Managers – the Committee had been assured that the target, while aspirational, was achievable. The Committee recommended approval of the proposed achievement target of 86% to the Corporation

The Corporation **APPROVED** the achievement target and associated KPIs as recommended by the Committee.

## 5.6 Committee Self-Assessment

*(The Executive Summary Report entitled “Committee Self-Assessment” and ancillary papers were included in the Meeting Pack)*

The C&QE Chair provided feedback on the recent Committee Self-Assessment. Positive developments were highlighted:

- **Agenda Management:** timings have already been introduced for agenda items, enabling the Committee to allocate time appropriately rather than systematically work through every item. The approach was considered successful and will continue to be used.
- **Quality of Reports:** the quality of reporting has improved, and all reports provided in a timely manner.
- **Committee Membership:** work is underway to recruit Governors to strengthen the Committee, provide succession planning for Governors appointed to the Committee and enhance its capacity going forward.

The C&QE Chair confirmed the self-assessment exercise had generated high-quality comments, including detailed free-text responses, which demonstrated the value of the review. The C&QE Chair assured the Corporation of the value of the exercise; noting it would use the insights to drive continuous improvement in governance practice.

## 5.7 Policies

*(The policies detailed were included in the Meeting Pack)*

The Corporation, on the advice of the Committee, **APPROVED** the following Policies:

- **Teaching Learning and Assessment Policy (1.01):** the C&QE Chair provided an overview of the Policy; noting it replaced previous policies and aligned with the revised Educational Skills Strategy - focusing on ensuring high-quality learning across classrooms and practical environments. A supporting procedure will follow to provide step-by-step guidance for implementation.
- **Complaints Procedure (2.03):** the policy has undergone minor amendment only
- **Policy for Reviewing and Providing Guidance in Relation to any Ethical and Welfare Considerations at Bishop Burton and Riseholme College (2.22):** the policy has undergone minor amendment only

The Chair of the Audit Committee (**Audit Chair**) took over reporting for Item 6.

## 6 Audit Committee Meeting: 2 October 2025

### 6.1 Committee Minutes

*(The Chair’s Summary Report, Non-Confidential and Confidential Minutes were included in the Meeting Pack)*

The Audit Chair provided an overview of the meeting held on 2 October, highlighting key points, including:

- **Health and Safety Deep Dive:** no deep dive into the Animal Unit had been undertaken contrary to an outstanding action of the Committee however the Committee agreed to continue monitoring the Unit through reporting and policy development. Future deep dives into higher risk areas, such as sports, will be considered as part of ongoing assurance.
- **External Audit:** External auditors RSM are making good progress on the drafting of financial statements and annual accounts. The re-tendering process, for the External Auditors, was outlined with preparatory work starting around Christmas.

- **Internal Audit Planning:** the College funded 35 days of internal audit annually and the Committee had considered how to maintain flexibility to respond to relevant sector, regulatory and operational changes. The Committee had agreed that it would review the Annual Internal Audit Plan in Spring, confirm and make a recommendation to the Corporation in June and then submit the Plan to Corporation for approval.
- **Partnership Assessment:** the need to document and collate the College's partnership arrangements and standardise reporting received by the Committee / Corporation along with clarity on the level of delegated approval to the Principal and/or CFO. The Audit Chair outlined that the Executive Team were currently consolidating all partnerships arrangements and categorising them into three types:
  - \* commercial and financial partnerships
  - \* commercial partnerships with non-financial benefits; and
  - \* individual smaller partnerships with neither financial nor non-financial benefits including apprenticeships, work placement and work experience

The Audit Chair outlined the timescale involved noting it was a significant piece of work for the Executive Team but provided a logical and structured approach to managing partnership risks and opportunities. The Corporation **endorsed** the approach proposed.

The Minutes of the Meeting were **RECEIVED** by the Corporation and accepted into its record.

## 6.2 Annual Reports and RIDDOR Reporting

*(the Executive Summary Report entitled "Annual Reports and RIDDOR Reporting" and ancillary papers were included in the Meeting Pack)*

The Audit Chair noted its receipt and oversight of the cyclical Annual Reports. Summative overviews were provided, as follows:

- **GDPR Annual Report**

No significant issues were identified.

- **Health and Safety Report including RIDDOR**

Two RIDDOR-reportable incidents were noted: included for further discussion on the Restricted Confidential Agenda. A higher level of data relating to health and safety is being received and an analysis of whether incident levels were as low as reasonably practicable would be a focus of the Committee moving forward. Particular reference was made to staff incidents which appeared, on a very basic calculation, to account for approximately 9% of incidents. The Principal explained that comparative benchmarking data from Landex was awaited owing to delays in national reporting but noted the College's bespoke context as a Land-based College lent itself to a higher proportion of incidents.

- **Committee Self-Assessment**

The Committee assessed its overall effectiveness as Good and identified three areas for development:

- \* **Scope of Internal Audits:** members of the Audit Committee are to be provided with greater input into the Internal Audit Plan and the scoping of individual areas.
- \* **Evaluating the impact of Policies and Processes:** tracking the impact of policy changes on student experience to close feedback loops.
- \* **Meeting Format:** move towards at least one in-person meeting annually, with the next planned for February, to strengthen engagement with internal and external auditors.

The Corporation **RECEIVED** the Annual Reports into its record. No comments were raised.

## 6.3 Risk Management

*(The Executive Summary Report entitled "Risk Management" and ancillary papers were included in the Meeting Pack)*

The Corporation reviewed the high-level risk management overview. Overall risk levels have decreased across several areas; however, two risks have increased:

- Risk No. 2: relating to Higher Education recruitment
- Risk No. 11: relating to cost-of-living pressures, including rising utility costs impacting budgets

The Risk Management Plan was referenced, and the Corporation **APPROVED** the amendments to the Risk Register and the associated Risk Management Action Plan.

## 6.4 Policies

*(The policies detailed were included in the Meeting Pack)*

The Corporation considered and **APPROVED** on the recommendation of the Audit Committee, the following policies:

- GDPR Data, Retention and Rights of Individuals Policy and General Data Protection Policy (3.05)
- Information Security Policy
- Control of ICT Hardware and Software Policy
- Health and Safety Policy

Reporting was handed over to Martyn Thomas as Chair of the Finance and Resources Committee (**F&R Chair**)

## 7 Finance and Resources Committee: 7 October 2025

### 7.1 Committee Minutes

*(The Chair's Summary Report and Non-Confidential Minutes were included in the Meeting Pack)*

The F&R Chair noted that salient points arising from the meeting were captured as part of subsequent sub-items; adding in addition, the development of a draft financial dashboard, designed to present key financial indicators in a clear, graphical format to the Governors.

The Minutes of the Meeting were **RECEIVED** by the Corporation and accepted into its record.

### 7.2 Financial Management Report, Management Accounts and update on the 2 Year Financial Forecast

*(The Executive Summary Report entitled "Update on the Financial Forecast" was included in the Meeting Pack)*

#### Financial Management Report and update on the 2 Year Financial Forecast

The F&R Chair provided an overview of the College's financial position and forecasts for 2025/26 and 2026/27. The original budget approved in July projected a £658k surplus for 2025/26; however, the Committee had been updated at its meeting, that the forecast indicated a potential £263k deficit position due to lower than anticipated growth and lower recruitment of students (especially in HE). On the request of the Committee subsequent work had been undertaken by the Executive Team to review the forecast and provide financial detail on actions proposed to mitigate income shortfalls and manage costs - resulting in a revised surplus position of £181k for 2025/26. The forecast for 2026/27 is currently at a £621k surplus based on prudent assumptions which remained subject to review.

The CFO advised the Corporation that, during preparation for the Finance and Resources Committee, significant income reductions across several areas and increased pay costs had been identified. The F&R Committee had been informed of the situation, noting that while key areas were highlighted, the Executive Team had not had time for a full review before the meeting or to calculate monetary/financial values of mitigating actions proposed. The CFO confirmed that a financial forecast action plan had since been developed - though it remained a work in progress.

The Chair of the Corporation noted that financial forecast action plan remained a work in progress; adding that until a more robust position had been determined; it would not receive approval. The CFO noted the need for the Corporation to acknowledge the significant change from the approved budget and confirmed that updates would be provided for Corporation approval. The Chair emphasised the importance of reviewing the robustness of underlying assumptions

*The CFO continued, noting the following:*

Part of the item was taken as confidential

- Bank covenants have also been tested against the two-year forecast. One Santander loan covenant requires the College to achieve a **£0 breakeven in 2025/26** and a **net surplus in 2026/27**. The CFO raised whether breaching bank covenants should be added to the College's Risk Register; this will be discussed at the next meeting.
- The CFO confirmed that the College's Financial Health for 2025/26 and 2026/27 is, and would remain, "Good".

#### Management Accounts

The CFO confirmed that the September 2025 Management Accounts were running one week behind schedule for release and would be provided to the Corporation by the end of the following week (no later than 31 October 2025).

## Curriculum Efficiency and Financial Sustainability (CEF)

The Principal provided an update to the Corporation, supplementing the report from the Finance and Resources Committee. The Principal highlighted the support available from the Further Education Commissioner's Office (FEC), noting the positive impact of previous engagement on apprenticeships. The Principal confirmed that the College would adopt a Curriculum Efficiency and Financial Sustainability (CEF) programme to strengthen curriculum modelling and costing.

The Corporation Chair acknowledged the information provided and emphasised that Governors should review the reports thoroughly and direct any questions to the Principal, CFO or the Chair of the Committee. The Principal endorsed the approach, noting the intention to provide the Corporation with the level of assurance required. The Principal highlighted that the primary factor contributing to the current deficit position was the decline in HE recruitment. It was added that FE recruitment had exceeded allocation - although it had not reached the forecasted growth target.

The Chair confirmed that, at this stage, the two-year financial forecast and the associated costed mitigating actions was **NOT APPROVED**. The Corporation will receive further updates in due course.

### 7.3 Student Association Accounts

Noted as part of Minute 3.

### 7.4 Estates Strategy

*(The Executive Summary Report entitled "Estates Strategy" was included in the Meeting Pack)*

The F&R Chair drew the Corporation's attention to the transfer of £200k, in the Capital Conditioning Budget, from the year 2027/28 to 2025/26. The Corporation APPROVED the transfer of monies.

### 7.5 Annual Reports

*(the Executive Summary Report entitled "Annual Reports" was included in the Meeting Pack)*

The following Annual Reports were **RECEIVED** by the Corporation into their record:

- Procurement Annual Report
- Human Resources and Workforce Equality, Diversity and Inclusion Report
- Committee Self-Assessment and Annual Report

The F&R Chair noted the positive outcomes detailed in the Human Resources and Workforce Equality, Diversity and Inclusion Report

### 7.6 Strategies and Implementation Plans

*(the Executive Summary Report entitled "Strategies" was included in the Meeting Pack)*

The following strategies and Implementation Plans were **APPROVED** by the Corporation

- **Commercial and Enterprise Strategy and Implementation Plan**

**A comment raised by a Governor was outlined "The Commercial and Enterprise strategy is very thin indeed, and there is already significant drift in the planning and targets, most moved until December. Feels a bit like it needs more, especially to meet business plan....can we scrutinise please" (saved in the record as Tabled Item 2)**

The Principal reiterated the College's primary purpose was education; noting commercial and enterprise elements were complementary noting the importance of resisting "mission drift" however the Principal acknowledged work needed to be undertaken around the business modelling. The VPRBD confirmed a strong confidence in meeting the business plan for existing commercial operations and incorporating the enterprise elements. Risks to the budget were considered minimal.

**A Governor raised concerns about the potential risk of spreading resources too thin and losing focus on the core objective of Education. The Governor emphasised that all business plans must demonstrate clear benefits to students, including improvements to their experience.** The Principal reported that this matter had been considered previously when the Strategy was first presented to the Corporation. It was noted that not all initiatives would progress following analysis of their respective business models. The Principal highlighted that while some initiatives may offer educational benefits, they may not be commercially viable, and vice versa.

It was confirmed that all initiatives would undergo robust business modelling to ensure:

- added value to the College's current educational offer;

- financial viability and profitability;
- alignment with the College's mission and strategic priorities.

The VPRBD reported that although a number were good initiatives; they were not considered to be commercially viable. It was added that they would be followed up owing to the value to the student experience but would not be financially profitable to the College. The Principal referred to the introduction of the Commercial Manager Role; noting it would be part of that role to review the value and impact of the initiatives.

**A Governor acknowledged the response but added a note a concern around the proposed implementation plan.**

The Corporation **RESOLVED** that further discussion between Susan Hamer and Adam Milner around the Commercial and Enterprise Strategy and Implementation Plan would be undertaken and feedback provided to the Corporation **prior to any approval** of the Commercial and Enterprise Strategy.

**ACTION: VPRBD to arrange to meet with Susan Hamer and Adam Milner regarding the Commercial and Enterprise Strategy including the viability of the commercial enterprise and their alignment to the College's strategic priorities.**

- **People and Culture Strategy and Implementation Plan**

Angela Moran, as Link Governor for People and Culture, reported that she had liaised with the CPO prior to the circulation of the Strategy and confirmed endorsement of the proposed approach. The Corporation **APPROVED** the People and Culture Strategy

- **Financial Improvement Strategy and Implementation Plan**

The update to the Strategy and Implementation Plan was taken as read.

## 7.7 Policies

*(All policies noted were included in the Meeting Pack)*

Following scrutiny at the Committee Meeting and on its recommendation, the Corporation **APPROVED** the following policies:

- Procedure for Staff Performance Development and Review (7.04)
- Pay and Reward Policy (7.25)
- Travel and Expenses Policy (7.26)

Reporting was handed over to Ian Watson as Chair of the Governance, Search and Remuneration Committee (**GSR Chair**)

## 8 Governance, Search and Remuneration Committee Meeting: 13 October 2025

### 8.1 Committee Minutes

The GSR Chair confirmed that Minutes would follow owing to the short turnaround time to the Meeting.

The GSR Chair noted the proposal to change the start time of Meeting from 9:00am to 10:00am. The rationale was outlined, and the Corporation **APPROVED** the change.

### 8.2 Corporation Framework and Committee Structure

*(the Executive Summary Report entitled "Corporation Framework and Committee Structure" was included in the Meeting Pack)*

**Corporation Framework and Membership:** the GSR Chair outlined the following key changes proposed:

- increase in the number of Independent Members appointed to the Finance and Resources Committee (from four to five)
- transfer of Adam Milner from the C&QE Committee to the F&R Committee. The GSR Chair noted, in an amendment, to the paper provided that it was intended to move Adam Milner across to the Finance and Resources Committee with immediate effect.

It was reported that recruitment was underway to back fill positions on the C&QE Committee. It was noted that quorum for the C&QE Committee remained achievable, provided attendance is consistent. Adam Milner will remain available to support the C&QE Committee until December.

On the recommendation of the Committee, the Corporation **APPROVED** the proposed amendments the Corporation Framework and Membership provided.

### 8.3 **Annual Review of Constitutional and Ancillary Documents**

*(The Executive Summary Reports entitled “Annual Review of Constitutional and Ancillary Documents” which was included in the Meeting Pack and made reference to the documents set out below)*

The GSR Chair outlined key points discussed, including:

- **Chairs’ Action:** this is to be extended to include the Vice Chair of Corporation;
- **Staff Governor Election Process:** following Neil Cunningham’s resignation, a new staff governor will need to be elected. The aim is to ensure representation from both Riseholme and Bishop Burton campuses, but flexibility was agreed if this was not possible
- **Clarification of Temporary Clerk:** it was proposed that if the Director of Governance (Sallyanne Pearson) is unavailable, the Deputy Clerk (Kay Magurn) will take minutes but will not provide governance advice.

The GSR Chair drew the Corporation’s attention to an amendment proposed subsequent to the GSR Committee which was to clarify in the Terms of Reference for the Audit Committee that it would be responsibility for the monitoring the development of the College’s Final Regulations

The Corporation **APPROVED** all amendments proposed and detailed in Executive Summary Reports to the:

- Instrument and Articles of Government
  - Standing Orders; and
  - Terms of Reference,
- pending a final review to ensure appropriate cross reference to the Strategy and Implementation Plans and a final proofread to ensure clarity, consistency and coherence.

Discussion then moved to the Code of Conduct and Link Governor Programme. No substantive amendments were proposed to the Code of Conduct. The GSR outlined the proposed amendments to the following Link Governor Roles and advised the following:

- Land and Estate Management (including Maintenance): Robert Knight
- Financial Turnaround (Improvement, Growth and Capital Projects): Martyn Thomas
- People and Culture with EDI Workforce: Angela Moran
- Health and Safety: David Richardson
- Student Support and Experience (including Careers, Advice and Guidance): Olly Nicoll
- EDI, SEND and Disability (overall responsibility of EDI and liaison with People and Culture EDI Workforce): Gary Towse
- Sustainability: Adam Milner
- Safeguarding, PREVENT and Residential: Chris Henson
- Riseholme: Ian Watson
- Business Development and Sponsorship (Bids and Projects): Jim Harris
- Quality of Education & Skills: Susan Hamer
- Commercial Enterprises: Emma Middleton

The Principal requested that the Link Governor for Commercial Enterprises (Emma Middleton) be included in the discussions to be derived from the Commercial and Enterprise Strategy. It was further requested that the Link Governor Programme be clarified to ensure that the VPRBD was signposted for the Enterprises element of the Commercial Enterprises Strategy and Kate Calvert for the Commercial element.

#### **ACTIONS:**

- **Emma Middleton also be included in the discussions to be derived from the Commercial and Enterprise Strategy (noted at Minute 7.6)**
- **DG to amend the Link Governor Programme to ensure the VPRBD is aligned to “Enterprises”, and the CPO is aligned to the “Commercial” elements of the Commercial Enterprises Strategy**

### 8.4 **Corporation Self-Assessment, Quality Improvement Plan and Key Performance Indicators**

*(the Executive Summary Report entitled “Corporation Self-Assessment, Quality Improvement Plan and Key Performance Indicators” was included in the Meeting Pack)*

On the advice of the Committee, the Corporation received the update on the:

- Corporation Self-Assessment; and
- Governance Quality Improvement Plan.

It was confirmed by the GSR Chair that percentages/quantitate benchmarking had not been aligned against the Key Performance Indicators. The Corporation noted their **APPROVAL** to Key Performance Indicators and the thresholds are to be updated following completion of the Corporation Self-Assessment.

**ACTIONS: DG to align percentages/quantitate benchmarking to Governance Key Performance Indicators**

**8.5 Policies**

*(the Executive Summary Report entitled “Policies” was included in the Meeting Pack)*

The GSR Chair confirmed receipt of an update identifying policies within the Committee’s remit for review and noted that progress on the Policy Cycle had been reported to the Audit Committee. The Corporation **RECEIVED** the update.

*Items were taken out of Order*

**11 Approval of Heads of Terms**

*(the Executive Summary Report entitled “Approval of Heads of Terms” was included in the Meeting Pack)*

*This item was taken as confidential*

***The meeting adjourned for a short period for refreshments***

**9 Principal's Update**

*(The PowerPoint for the Principals Update “Corporation Meeting 23<sup>rd</sup> October 2025” was included in the Meeting Pack)*

**Feedback from the Glow Up and Connect Session with students from Student Association and Staff Members**

The Principal requested feedback, from the Governors, gathered during the pre-meeting buffet with members of the Student Association and Staff. The following key themes were noted:

**Student Experience:**

- Positive feedback was received from both new and progressing students regarding teaching quality and support services. Students confirmed awareness of progression routes, including Higher Education, and expressed satisfaction with the level of support provided by the College.
- Progressing students highlighted improvements in their experience for 2025/26, particularly in teaching approaches.
- Areas identified for improvement included timeliness of communication and enrichment opportunities.

**Staff Feedback:**

- Staff highlighted workload pressures and the need for continued investment in resources and professional development. The Principal acknowledged challenges in forecasting staffing requirements prior to the start of the academic year until student recruitment was finalised. Reliance on agency staff was acknowledged and the Principal agreed to explore options to reduce this dependency
- A Governor suggested that future feedback opportunities could include a pre-meeting meal in the College’s main canteen with students. Another Governor commented on the evident sense of pride among students and staff.

The Corporation agreed that this feedback should inform strategic planning and curriculum development. The Principal proposed that the initiative be implemented for the next Corporation Meeting.

**Principal’s Update – PowerPoint Presentation**

The Principal talked through his PowerPoint, noting key updates including:

• **Student Recruitment Update**

The College has met and exceeded its allocation of 1,984 students. Growth in student numbers had created new groups, requiring additional teaching staff as discussed earlier in the Meeting. The VPRBD acknowledged that apprenticeship starts were lower than in 2024/25; however, the financial value of apprenticeships was more significant than the number of starts with the College focusing on higher-value

	2023/24	2024/25	2025/26 YTD*
FE 16-18	1,840	1,981	2,073
HE	438	391	344
Apprenticeships (starts + carry-in)	392	404	353

standards, including the commencement of a new Arboriculture apprenticeship and plans for a Level 5 Horticulture and Technical Manager programme. An update was provided on the College becoming the sole apprenticeship provider for a large land-based organisation. The College is in its second round of discussions and further updates would follow.

- **Withdrawals**

The Principal noted the continued focus on reducing withdrawals at the six-week point. It was confirmed that a small number of withdrawals remained under internal consideration but an improving picture on 2024/25.

	2024/25	2025/26 YTD*
Withdrawals in first 6 weeks	113	78

- **Estate Strategy**

*This item was taken as confidential*

- **Partnerships**

*Part of this item was taken as confidential*

Other Partnership Development and Technical Education Initiatives were outlined by the Principal as detailed in the PowerPoint presentation.

- **Engagement with Young Farmers**

The Principal reported on recent engagement with the County Young Farmers Executive Team, including two Vice Chairs. Key points noted:

- \* the County Young Farmers currently hold their Beverley Young Farmers meetings at the College on Tuesday evenings and expressed satisfaction with the arrangements;
- \* discussions focused on opportunities for further collaboration, including hosting the County Competition at the College and providing support for event preparation. Governors were invited to volunteer as judges for upcoming competitions;
- \* Young Farmers highlighted interest in environmental insight sessions for younger members, many of whom come from non-farming backgrounds;
- \* plans were discussed for the Northern Area Rally, which combines four counties and includes residential options. The College is being considered as a potential host venue.

In return, Young Farmers offered support for College events such as Spring Live and agreed to promote College open days nationally through their network. Additional opportunities include collaboration on equestrian events, such as Horse Trials, with support for parking, judging, and logistics.

## 10 **Approval of KPIs and Monitoring Framework**

*(The Executive Summary Report entitled: Approval of KPIs and Monitoring Framework was included in the Meeting Pack along with the Strategy Implementation Plan Tracker)*

The Principal presented the updated Strategic Priorities Tracker and outlined the rationale and how it was intended to be used as part of Committee and Corporation reporting framework. The Principal highlighted the need to revise Higher Education (HE) targets (Row 39) to reflect current recruitment levels and national market conditions, ensuring accurate in-year data and realistic forecasts.

The Corporation **APPROVED** the KPIs subject to the revision of HE targets. The Principal confirmed that strategic objectives have been mapped to relevant committees for ongoing review, with an overarching review at Corporation level.

**ACTION: KPI relating to Higher Education recruitment targets to be amended (Row 39) Strategic Priorities Tracker to be updated**

## 11 **Heads of Terms**

*Item taken out of order*

## 12 Policies

*(All policies noted were included in the Meeting Pack)*

The Corporation **APPROVED** the following Policies:

- Freedom of Speech Policy
- Whistleblowing Policy
- Safeguarding Policy

*The following people left the Meeting, Laura Woodhouse, Neil Cunningham, Kate Calvert, Beth Curtis, Stephen Kelly, Sharron Mansell, Helen Wooldridge*

*The Restricted Confidential Agenda was then taken.*

*Reporting then returned to Non-Confidential for Any other Urgent Business.*

### **Any other Urgent Business**

- Strategic Sprint and Curriculum Planning

The Corporation Chair advised that attendance for the planned Strategic Sprint on 5 November would be very low, limiting the effectiveness of the session. It was proposed that, rather than rescheduling a full-day event, the curriculum planning and strategic discussion originally intended for the Sprint be incorporated into the Corporation meeting on 15 December. Governors agreed that a condensed session prior to the December Meeting. The proposed timing for the session is 3:30 pm.

- External Board Review

The Corporation Chair noted that the next meeting would be observed by Rachel Robson of Stone King Solicitors as part of the External Board Governance review. Governors were asked to support the process and provide constructive feedback.

There being no further business the Meeting closed.

Chair

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Name

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Date

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