

Part I Minutes of the Corporation Meeting held on 10th December 2024 at 4.30pm in Conference Room I, Broadway campus

Members	Matthew Collins (items 1-5 and 11 onwards)	Valerie Little
Present:	Sally Cornfield	Mphathisi Ncube
	Wendy Davies	Paul Noon (Chair)
	Ana Ferreira	Jason Parker
	Nirmal Gupta	Jack Stokes
	Paul Hartridge	Liz Sithole
	Deborah Ibojo	Sarah Wood

In Attendance: Gill Darwood (Director of Corporate Governance) (DCG)
 Susanne Davies (Director IoT and Partnerships)
 Steve Johnson (Executive Director Estates & Capital Projects)
 Kathryn Jones (Director of HR)
 Louise Jones (Chief Finance Officer) (CFO)
 Diana Martin (Vice Principal) (VP)
 Julius Adams (co-opted committee member)
 Craig Sullivan, Bishop Fleming (items 6 - 10)

Main outcomes

- Minutes of the audit committee meeting held on 25th November 2024 noted.
- Audit Committee's Annual Report for 2023/24 noted.
- Management letter from Bishop Fleming noted.
- Annual Report and Financial Statements 2023/24 approved for signature by the Chair.
- Bad debt write-off of unpaid debts of £31k approved.
- Reconciliation of July 2024 management accounts and year-end accounts 2023-24 noted.
- Letter of representation for the year ended 31 July 2024 approved for signature by the Chair.
- TTPL annual report and financial statements 2023/24 noted.
- Update on TTPL noted and appointment of Diana Martin and Louise Jones as Directors of Transformational Technologies Partnership Limited approved.
- Draft minutes of the Finance and Estates Committee of 28th November 2024 noted.
- Management accounts to October 2024 noted.
- Revised budget 2024/25 approved.
- ESFA financial health assessment and dashboard noted.
- Partnerships/sub-contracting termly report noted.
- Draft standards committee minutes of 19th November 2024 noted.
- Annual Strategic Impact Assessment 2023/24 approved.
- Equality, Diversity and Inclusion Annual Report approved.
- Fees Policy 2025/26, Reserves Policy, Risk Management Policy, Anti Bribery, Fraud and Corruption Policy, HE Admissions Policy, HE Access and Participation Statement and Safeguarding Policy and Procedure approved.
- Terms of reference for Standards Committee and Finance & Estates Committee for 2024/25 approved.
- Approval of appointment of co-opted member of the audit committee.

Board administrative matters

1.1 **Confirmation of quorum**

The Director of Corporate Governance (DCG) confirmed that a quorum was present.

2 **Apologies for absence**

2.1 Apologies for absence had been received from Neil Thomas, Liam Butler and Lord Austin.

2.2 *Presentation and thanks to Corporation member*

The Chair noted that this would be Valerie Little's final meeting at the end of her second term of office and presented her with a gift on behalf of staff, students and governors of the College. On behalf of the Corporation, he thanked Valerie for her dedicated service to the Corporation over the past eight years and noted her extensive participation in a wide range of committees and other engagement activities. In particular, she had carried out the vitally important role of lead governor for Safeguarding for the past two years. Members wished V Little well for the future.

3 **Declarations of interest**

3.1 Staff governors and staff attendees noted their interest in relation to item 15.

4 **Approve minutes of previous meeting on 11th November 2024**

4.1 The minutes of the meeting held on 11th November 2024 were confirmed as a true record by members.

5 **Matters arising**

5.1 There were no matters arising not covered on the current agenda.

Audit and Finance matters

6 **Audit Committee - Minutes of meeting held on 25th November 2024**

6.1 W Davies, as vice chair of the audit committee, outlined the items of business that had been considered by the audit committee at its meeting on 25th November, noting that a number of items had been recommended for approval and were covered under subsequent agenda items. In particular she highlighted that the internal auditors had endorsed the College's approach to risk management as being of a high standard and reflective of best practice.

6.2 **It was resolved** to note the minutes of the audit committee meeting held on 25th November 2024.

7 **Audit Committee's Annual Report for 2023/24**

7.2 The audit committee's annual report summarised the work undertaken by the Audit Committee in 2023/24 and had been approved at the audit committee on 25th November 2024. The report summarised the committee's activities relating to the financial year under review and was provided for assurance to the Corporation in its consideration of the financial statements for the year ended 31 July 2024. A copy of the Audit Committee's Annual Report would be submitted to the relevant funding body with the annual accounts.

7.3 **It was resolved** to note the Audit Committee's Annual Report for 2023/24.

- 8 Management Letter, Annual Report and Financial Statements 2023/24 and reconciliation of July 2024 management accounts and year-end accounts 2023/24**
- 8.1 C Sullivan, audit partner of Bishop Fleming, presented the management letter (audit completion report), advising that Bishop Fleming had concluded their audit work and had confirmed in doing so, they had not identified any significant risks requiring further audit work. There were four low level recommendations arising from the audit, which management had agreed. All of the prior year audit recommendations had been implemented.
- 8.2 The CFO provided a summary of the year end position as reported in the Annual Report and Financial Statements, noting that the year-end position accounting for FRS 102 showed a positive outturn compared to forecast. Income was slightly higher than budget due to additional delivery on adult education budget through WMCA. Pay costs were in line with forecast and non-pay costs were lower than budget by £373k (2.8%). At £4.2m EBITDA was £460k better than forecast, as was EBITDA as a percentage of income at 8.5%. Most KPIs had been met with the exception of creditor days. Cash and cash days were better than expected (£6.98m and 56 days respectively). Loan covenants had been met with substantial headroom. The college's financial health, including and excluding FRS102 calculated as Good.
- 8.3 The report included a review of going concern and there was no evidence to suggest that the College would not continue in business for the foreseeable future, and as a result preparation of the financial statements on a going concern basis was appropriate.
- 8.4 Audit committee had requested an additional paragraph be added to the members' report under ethnicity pay gap reporting to demonstrate the College's progress in recruiting from under-represented groups, which had subsequently been added.
- 8.5 Audit committee members had also asked for clarification on the actuarial gain/pension surplus items on the income and expenditure account on page 33 of the accounts. Further explanation had been provided in the accompanying briefing.
- 8.6 The CFO drew members' attention to the write-off of bad debts totalling £31k which comprised a number of small, historic debts for student and employer fees which were considered unrecoverable despite rigorous debt collection efforts. This write-off required Corporation approval and was below the limit requiring ESFA approval.
- 8.7 The Chair reflected the Corporation's appreciation for achieving such a positive outcome in the current economic climate.
- 8.8 It was resolved**
- To note the management letter from Bishop Fleming.
 - To approve the Annual Report and Financial Statements 2023/24 for signature by the Chair.
 - To approve the bad debt write-off of unpaid debts of £31k.
 - To note the reconciliation of July 2024 management accounts and year-end accounts 2023-24.

9 **Letter of Representation year ended 31 July 2024**

9.1 C Sullivan noted that the letter of representation had been prepared to support the Corporation in confirming that:

- The Corporation had fulfilled their responsibilities in accordance with the UK Financial Reporting Standards, the FE/HE Statement of Recommended Practice and the College Accounts Direction for 2023/24.
- All information had been made available to Bishop Fleming.
- Grants made by DfE/ESFA had been applied for the purposes intended and there had been no breaches in grant conditions.
- The College's expenditure had been applied to the purposes identified by Parliament.
- The financial statements were prepared on a going concern basis.
- The Accounting Officer had fulfilled his responsibilities under the requirements of the funding agreement between the College and the Secretary of State for Education and the relevant Financial Handbook.
- The College deemed the amount of £525k owed by TTPL to be recoverable.

9.2 **It was resolved** to approve the letter of representation for the year ended 31 July 2024 for signature by the Chair.

10 **TTPL annual report and financial statements 2023/24**

10.1 C Sullivan advised that Bishop Fleming had concluded their audit work in respect of TTPL and confirmed in doing so that they had not identified any significant risks requiring further audit work. An unmodified audit report for the year had been issued.

10.2 The year-end position showed a deficit position of £63k compared to a budget deficit of £46k. The outturn had improved compared to the operating deficit of £78k in the July management accounts. Income was lower than budget by £69k (12%) and pay costs were slightly higher than budget by £3k (2%). Non-pay costs returned a positive variance of £54k (12%) against budget.

10.3 The report also included a going concern review, provided to Bishop Fleming to demonstrate that the company aimed to continue operating for the foreseeable future.

10.4 The annual report and accounts for TTPL had been considered and approved by the TTPL board at its meeting on 29 November 2024.

10.5 **It was resolved** to note the TTPL annual report and financial statements 2023/24.

11 **TTPL update and appointment of TTPL directors**

11.1 S Davies advised that the TTPL Board had met on 29 November 2024 and she outlined the items which had been covered at the meeting. The full minutes were available for members to view in the document library. Matters had included:

- A presentation on the Innovate UK project reported that most targets had been met and the remainder due by March 2025, with members supporting its potential commercial development.

- A presentation on the Skills WMW (West Midlands and Warwickshire) brand highlighted employer engagement and efforts to enhance the FE and skills profile via funding from the Local Skills Improvement Fund.
- The IoT relicensing requirement for 2024/25 had been removed, with the current licence extended to July 2026, as the DfE indicated IoTs might transition into new Technical Excellent Colleges.
- Amendments to sub-licence agreements would detail the licence extension and a new fee model to begin in September 2025.
- Learner numbers at the IoT reached 426 (including pending enrolments) against a YTD target of 490, with new programmes planned to boost enrolments.
- The 2024 Operational Development Plan was completed, and a draft ODP for 2025 was presented and agreed.
- The Risk Register and a DfE update were reviewed, and mitigating actions were discussed.
- The annual report and audited year-end accounts were approved, with auditors issuing an unmodified audit report.
- Directors approved the revised budget for 2024/25 presented in the financial update.

11.2 In response to questions from members, S Davies provided further explanation in relation to the underlying causes for shortfalls in planned numbers which had been caused by non-delivery by key partners including University of Wolverhampton. She explained that this had been mitigated with new partners and alternative curriculum offer. She advised that the shortfall in provision had impacted primarily the Modern Methods of Construction area.

11.3 *Appointment of New TTPL Directors*

The TTPL board had supported the appointment of two new Directors who would provide continuity for TTPL once Neil Thomas stepped down:

- Diana Martin, Vice Principal and incoming Chief Executive and Principal of Dudley College.
- Louise Jones, Chief Financial Officer for Dudley College.

11.4 Both individuals had consented to act as Directors of TTPL and, as a subsidiary of the College, their appointment required Corporation approval.

11.5 **It was resolved**

- to note the update on TTPL
- to approve the appointment of Diana Martin and Louise Jones as Directors of Transformational Technologies Partnership Limited.

12 **Finance & Estates Committee – Minutes of Meeting held 28th November 2024**

12.1 As vice chair of the Finance and Estates Committee, S Wood presented the minutes of the meeting held on 28th November 2024, noting that a number of items from the meeting had been recommended to the Corporation and were included in subsequent agenda items.

12.2 **It was resolved** to note the minutes of the Finance and Estates Committee of 28th November 2024.

13 **Management accounts to October 2024**

13.1 The CFO presented the management accounts for October 2024, highlighting the key points as:

- The I&E year to date budget was based on the original budget. A revised budget was presented to Corporation for approval under the next agenda item.
- The operating surplus of £365k was £159k higher than the year-to-date budget surplus for 2024/25.
- Income was being closely monitored. Apprenticeship income had been set at a prudent level and there was a reasonable level of confidence that this was achievable. ESFA 16-19 income would be reduced in the revised budget due to an anticipated clawback on T level funding.
- The cash position remained very positive at £7.3m at the end of October which compared favourably to the target of £4.3m. This was due to a lumpy profile of income in respect of DLSF (bursary) income which would be transferred out of the College's main account, as well as receipt of teachers' pension grant of £1.2m.
- KPIs show a positive position with most having a green indicator. There were a number of amber KPIs, relating to cash days, but given the cash balance was of no concern. The profiling of cash days through the year would be updated in the revised budget to give a more accurate picture which would address these anomalies.
- Loan covenants were expected to be met in line with budget at the year end.
- Financial health continued to be Good.
- The sensitivity analysis showed a best case and worst-case scenario against the original budget. There were no concerns that the worst-case scenario would be realised.

13.2 The CFO and VP answered questions from members on points of detail relating to the T level recruitment, where fewer learners had been recruited due to the DfE's pause and review exercise. This had not impacted learner numbers, but had resulted in some being recruited to courses which attracted lower funding than the T level programme. DfE would claw back T level funding which was not the case for other full time 16-18 provision. It was noted in particular that the electrical installation T level had not been well received due to the nature of the qualification which was of a more theoretical nature.

13.3 In response to a question relating to staff headcount, the CFO advised that this was a snapshot figure, and staff costs were not considered a concern.

13.4 **It was resolved** to approve the management accounts to October 2024.

14 **Revised budget 2024/25**

14.1 The CFO presented the updated budget which incorporated the financial changes since the budget was originally approved by Corporation in June 2024. Of particular note were:

- Decrease in 16-19 funding of £279k due to under-recruitment on T levels.

- Increase in apprenticeship income to £5.55m as this had been a prudent level of income in the original budget.
- Increase in other funding body grants of £660k. DfE had indicated that the College would be reimbursed for the increased cost of national insurance contributions (NICs), although the exact figure had not been confirmed. Increase in NICs of £376k represented part-year cost from April.
- Increase in cost of living award of 0.5% based on AoC recommended pay award of 2.5%. The full year cost of this was £167k as 2% was already incorporated within the budget.
- A transfer of costs from non-pay to pay in operations and maintenance being the transfer of security staffing costs.
- Additional costs associated with an increase in funding body grants.
- A reduction in sub-contract costs as some costs for the Althaus contract fell into 2023/24.

14.2 These changes had resulted in a similar EBITDA and the operating position had remained the same at a surplus of £213k. The targets in the financial strategy were largely unaffected when compared to the original budget, and there was no adverse impact on the KPIs. There was no impact on the loan covenants or financial health measures, the latter remained at Good.

14.3 Members noted that the revised budget presented a cautious position at this early point in the year.

14.4 **It was resolved** to approve the revised budget 2024/25.

15 **Confidential - Pay award and additional leave entitlement**

This item is the subject of a separate and confidential minute.

16 **ESFA financial health assessment letter and dashboard**

16.1 The CFO presented the letter from the ESFA which confirmed that based on their review of the College Financial Forecasting Return (CFFR) their assessment of financial health was Good for 2023/24 and Good for 2024/25, in line with the College's own assessment.

16.2 The letter also reminded members of the availability of financial information on the DfE dashboard 'View Your Education Data'. A copy of the data available for governors on the dashboard was provided for ease of reference. The presentation showed actual data for 2020/21 to 2022/23 (FR = Finance Record) and forecast data for 2023/24 and 2025/26 (CFFRFP). The College would return the finance record for 2023/24 in December and the dashboard would then be updated in the new year.

16.3 **It was resolved** to note the ESFA financial health assessment and dashboard.

17 **Partnerships (sub-contracting) termly monitoring report**

17.1 The VP presented the paper which provided the Corporation with an overview of the College's planned subcontracting provision for 2024/25 and the monitoring arrangements in place. It also provides an update on the employer partnership, other managing agent (OMA) and Institute of Technology partner activity. The paper had

been considered at the recent Finance and Estates Committee meeting. The report noted that:

- The total activity relating to subcontracting for 2024/25 was planned to be £0.47m. The college planned to make payments in the region of £0.42m.
- Monitoring arrangements for sub-contracted provision were detailed in section 2.
- Other cross college activities including update on IoT partners was detailed in the paper.
- Appendices provided a summary of all sub-contractor providers and the value of expected income in 2024/25, as well as employer partners and other managing agents.
- It was expected 'niche' high-value partnerships would continue to be required as more technical curricula were introduced.
- New partnerships with Higher Education Institutions were planned to come on-board.
- Ofsted's opinion was that 'the college monitors sub-contracting provision effectively'.

17.2 In response to a question from L Sithole, the VP advised that the College's plan was to continue to reduce sub-contracted provision in line with the agreed strategy with no new starts with some providers. However, some new contracts would continue in niche areas which complemented the College's provision, such as that recently agreed with Althaus Digital at the request of WMCA.

17.3 The VP noted that with the reduction in subcontracting, the financial implications were reduced and it may be appropriate to review how this was reported to the Corporation going forwards. The DCG suggested it may be appropriate to focus on quality assurance and move the monitoring role from Finance and Estates Committee to the Standards Committee.

17.4 It was resolved to note the partnerships/sub-contracting termly report.

18 **Commercially sensitive - Update on property leases – units 4 and 5 Waterfront**

This item is the subject of a separate and confidential minute.

19 **Commercially sensitive - Outcome of security tender interviews**

This item is the subject of a separate and confidential minute.

Standards matters

20 **Standards Committee – Minutes of Meeting held on 19th November 2024**

20.1 The Chair presented the minutes of the Standards Committee of 19th November 2024, noting that the committee had looked at a number of items including a data dashboard review, update on the Operational Development Plan, developments in teaching, learning and assessment, risk register update and safeguarding report. He noted the vital work of safeguarding staff in supporting learners and expressed his thanks to V Little in diligently carrying out the role of Safeguarding lead governor. A number of items were included on the current agenda for approval, on recommendation from the committee.

- 20.2 S Cornfield noted that following the committee meeting she had met with R Corns, Assistant Principal, to discuss an NHS initiative called Workwell, which aimed at supporting individuals at risk of dropping out of employment or apprenticeships and this would be taken forward with the College.
- 20.3 V Little noted that she had reviewed the current status of governor safeguarding training and all members were up to date with their training, with the exception of newly appointment members. She suggested that any new members commit to undertaking the required training within six weeks of appointment which would align with staff appointments.
- 20.4 **It was resolved** to note the standards committee minutes of 19th November 2024.
- 21 **Annual Strategic Impact Assessment 23/24**
- 21.1 The VP advised that at the recent Standards Committee, the data tables for all six sections of the Annual Strategic Impact Assessment (ASIA) had been considered in detail and the committee had agreed an overall judgement score for each area as outlined in the committee minutes. The judgements in respect of each key client group were noted as:
- 16-18 full time learners– above expectations
 - A-level learners – above expectations
 - Adult learners – meeting expectations
 - Apprentices – meeting expectations
 - Higher level learners – meeting expectations
 - High needs learners – meeting expectations
- 21.2 The full written sections of the ASIA had now been completed and were provided for consideration. Upon agreement the final changes would be made to the ASIA document ready for it to then be professionally produced and shared with Ofsted and other stakeholders. The VP expressed her thanks to colleagues for their work in pulling this together within a tight timescale. She outlined any changes to the assessments compared to the previous year, all of which had been considered and agreed by Standards Committee.
- 21.3 Members concurred that this was an accurate assessment of performance.
- 21.4 **It was resolved** to approve the Annual Strategic Impact Assessment 2023/24.
- 22 **Equality, Diversity and Inclusion Annual Report**
- 22.1 K Jones presented the annual Equality, Diversity and Inclusion report which provided an update on activity during the 2023/24 academic year. Key highlights were noted as:
- Good progress made against equality objectives.
 - Increase in learners with a declared disability or learning difficulty in A-Level and Apprenticeships.
 - Achievement rates for 16-18 learners increased across all ethnicities, males and learners with a declared disability or learning difficulty.
 - Positive increase in adult achievement rates across all reported protected characteristics.

- Increase in achievement of A-Level learners with a declared disability or learning difficulty bringing them comparable with their peers.
 - Achievement rates for apprentices across all ethnicities had increased.
 - The disability and gender pay gaps had remained consistent with the previous year.
 - The ethnicity pay gap has decreased by 2% and the median ethnicity pay gap continued to be positive to ethnic minority colleagues.
- 22.2

As requested at the previous Corporation meeting, the report also contained a section on staffs' home proximity to the College broken down by senior leadership, teaching and professional services colleagues. This showed that the majority of staff lived very close to the College, which was a positive indicator.

22.3

It was resolved to note the Equality, Diversity and Inclusion Annual Report.

Policies

23 Policies for approval

- 23.1 The CFO presented a number of policies which had been recommended for approval by the Finance and Estates committee.
- 23.2 *Fees Policy 2025/26*
The 2025/26 policy incorporated the following changes:
- DfE had announced a full-time cap of £9,535 for 2025/26. Following discussion at the Finance and Estates Committee, the full-time fee had been held in the policy at £6,000.
 - The ability for employers to transfer their levy to another employer, in line with funding rules.
 - An update in terminology, amending reference to ESFA to DfE as this change would take place during the year.
- 23.3 *Reserves Policy*
The College Financial Handbook required the College to have an approved reserves policy. The policy set out the ambition to maintain a general reserve value of approximately 50% of the expected annual income at the end of the year to protect operations in the following year against in-year changes to funding rules, the uncertainties of student recruitment and commercial income generation. This excluded the impact of FRS102 (pension provisions). Also, that the College retained a cash balance of at least £4m and a minimum of 25 cash days on a monthly basis, with a cap of £8m or 60 days over a period of 4 months unless designated for particular investment in the estate or IT.
- 23.4 The CFO answered questions from members in relation to the detail of the policy, outlining the measures in place to ensure that interest on funds was maximised. She advised that it was not an option to pay down current borrowing as this was in a fixed arrangement until 2027.
- 23.5 The CFO advised that the following policies had been recommended for approval by the Audit Committee:
- 23.6 *Risk Management Policy*

The policy incorporated sector best practice and recommendations made by RSM following their internal audit review of risk management. There was an amendment to references to the Chief Executive and Principal to be gender neutral. The policy also now included reference to the College Financial Handbook which requires that responsibility for risk management, including ultimate oversight of the risk register, must be retained by the board of governors, drawing on advice provided to it by the audit committee. RSM had confirmed that the policy was in line with sector best practice.

23.7 Anti Bribery, Fraud and Corruption Policy

The only amendment made to the policy was the reference to the College Financial Handbook.

23.8 The VP presented the following policies which had been recommended for approval by the Standards Committee:

23.9 HE Admissions Policy

The existing policy had been updated to accurately reflect current practices, although no material changes had been made.

23.10 HE Access and Participation Statement

As an Office for Students (OfS) registered Higher Education (HE) institution, the College was required to update and publish its Access and Participation Statement on an annual basis (Condition A2 of the Conditions of Registration). The statement set out the College's commitment to supporting access and participation in Higher Education by students from disadvantaged backgrounds and under-represented groups.

23.11 Safeguarding Policy and Procedure

- Changes had been made to reflect changes in 'Keeping Children Safe in Education 2024' which included amendments to some definitions and terminology in relation to the Prevent duty.

23.12 It was resolved to approve the following policies:

- Fees Policy 2025/26
- Reserves Policy
- Risk Management Policy
- Anti Bribery, Fraud and Corruption Policy
- HE Admissions Policy
- HE Access and Participation Statement
- Safeguarding Policy and Procedure

Governance matters

24 Committee terms of reference

24.1 The DCG advised that the committee terms of reference for Standards Committee and for Finance & Estates Committee had been reviewed and were recommended by the relevant committees for approval. Any changes to the previous versions were tracked for ease of reference.

- 24.2 In response to a question from M Ncube, the DCG explained that the Standards Committee monitored the implementation of the Strategic Plan through the actions which were included within the annual operational development plan which was considered at each meeting.
- 24.3 **It was resolved** to approve the terms of reference for Standards Committee and Finance & Estates Committee for 2024/25.
- 25 **Search committee minutes of 25.11.24 and appointment of co-opted audit committee member**
- 25.1 The DCG advised that the search committee had met on 25th November and the minutes of the meeting were noted, which set out the recommendation to appoint Ms Tsitsi Madzingira as a co-opted member of the Audit Committee, subject to satisfactory references and DBS clearance. The committee had noted that Ms Madzingira had extensive experience in the field of internal audit, which would be welcomed by the audit committee.
- 25.2 **It was resolved** to appoint Tsitsi Madzingira as a co-opted member of the audit committee subject to satisfactory references and DBS clearance.
- 26 **Any Other Business**
- 26.1 The Chair advised that following his one-to-one meetings with Governors, he had noted that it would be helpful to include an opportunity within the board agenda for staff governors to provide feedback. *It was agreed that the DCG would arrange a meeting with the staff governors to discuss how this could best be facilitated.*
- 26.2 The VP informed members of the shortlisting for awards in the 'Good for Me Good for FE' national awards of a staff member in the category of Staff Fundraiser of the Year and a student in the category of Student Volunteer of the Year. Both had attended an awards ceremony at the House of Lords and staff member Aimee Garratt had been awarded Individual Fundraiser of the Year and Overall Fundraiser of the Year. Ms Garratt had set up a charity which had raised over £24,000 to fund a baby bereavement suite at Russells' Hall Hospital.
- 26.3 There were no further matters of other part I business.
- 27 **Date of next meeting**
- 27.1 The next meeting would take place on 18th March 2025.

Staff and student governors and staff attendees (with the exception of D Martin) left the meeting.

The part 2 meeting was the subject of separate, confidential minutes.

The part 2 meeting closed at 18.25 hours.

Approved by Corporation Members at the meeting held on 18th March 2025.