

College of West Anglia
Minutes of
The Corporation Board Meeting
Wednesday, 17 December 2025
8.30am – 11:30am
U125, University Centre, King's Lynn Campus

Present	Gill Rejzl	Governor (Chair)	In person
	Dave Clark	Governor	In person
	Jan Feeney	Governor	In person
	Paul Gibson	Governor (Staff)	In person
	Rosie Green	Governor (Student)	In person
	Ray Harding	Governor	Remote
	Russel Liddington	Governor	In person
	James Nash	Governor	In person
	David Pomfret	Governor (Principal/CEO)	In person
	Carolyn Rand	Governor	Remote
	Joe Solomon	Governor	Remote
	Hein Van Den Wildenberg	Governor	Remote
	Donna Woodruff	Governor (Staff)	In person
In Attendance	Kerry Heathcote	Deputy CEO/Vice Principal Curriculum and Quality	In person
	Paul Harrison	Vice Principal Corporate Services	In person
	Rob Petto	Assistant Principal Funding and Performance	In person
	Paul O'Shea	Assistant Principal Student Services	In person
	Clare Pelling	Head of Learner Experience	In person
	Jules Bridges	Head of Governance	In person

No.	Action
<p>1 Apologies Apologies for absence were received from Gemma Standen, Sally Mitton, Cosmina Frunza, Fliss Miller, Seb Ivanov, Jemma Curtis, and Joe Yexley.</p>	
<p>2 Declarations of Interests There were no items of interest declared.</p>	
<p>3 Minutes of the meeting held on 15 October 2025 The minutes of the meeting held on 15 October 2025 were reviewed and agreed as being an accurate record subject to amending the second sentence under item 12, Preliminary Financial Results 2024/25 to read "CWA has impaired the carrying value of CWA Enterprises in the college balance sheet (c.£400k) and impaired the costs associated with the repairs to the Tower Block Roof.</p>	HoG
<p>4 Matters Arising The progress arising from the previous meeting was summarised in the progress report and all actions reported had either been resolved or, where appropriate, an update had been provided on progress elsewhere on the agenda.</p> <p>The Higher Education Strategy and Growth Plan are currently paused but tracked changes will be introduced for the next iteration when presented (potentially Easter).</p> <p>Governors had raised concern of the number of days lost by those in proceedings with the college at the last meeting and several strategies had been implemented/proposed. Governors expressed their thanks for the comprehensive response detailed in the report and requested an update in six months' time.</p> <p>Likewise, governors had asked for deeper analysis of the days lost due to stress, depression and low mood, removing those on long term absence and filtering the statistics by age. A comprehensive response had been provided in the report. Governors</p>	DCEO/VPC&Q VPCS

questioned when an improvement on this KPI is likely to be realised and the Vice Principal Corporate Services will report back.

VPCS

The HR Team is working on a Workforce Development Plan which will be rolled out in 2026.

All other completed items are to be removed from the report.

HoG

5 **Committee Chairs Briefing Items:**

1 **Finance and General Purposes**

The Chair of the committee provided an update on the work of the committee at the meeting held in November, highlighting that;

- The committee had received a Marketing Plan progress report with many KPIs achieved early in the academic year.
- Subcontractor/partnership activity for this academic year is off to a good start with further enrolments to come in year.
- The committee took a focused look at HE financial performance acknowledging declining numbers and income but supported the continuation of UcWA as an important future strategic direction.
- The committee received the September Management Accounts. The October management accounts were received and discussed under agenda item 8 below.
- The committee had received and considered the draft financial statements for the year ended 31 July 2025. The Audit and Risk Committee are to recommend the approval to the Board under agenda item 7.
- The committee received an update against the IT Strategy and has expressed interest to receive cyber security training.
- The committee approved the updated Treasury Management Policy.
- The committee recommends that the Corporation approves the college's Financial Regulations under agenda item 9.
- Meetings of the Property Steering Group, and the New Finance System Task and Finish Group are to be convened for the New Year. The implementation of the new finance system is scheduled to go live in April 2026.

R Harding joined the meeting at 8.40am

2 **Performance Review and Quality**

The Chair of the committee, reported in summary that;

- The committee received and considered the Headline Self-Assessment report confirming that the college is 'good' with a reasonable contribution to meeting skills needs.
- The SAR includes deprivation national comparators, highlights the increased enrolments and retention figures, which remain a real focus for the committee.
- The committee recommends the SAR to the Corporation for **approval** under agenda item 15.
- The Operational Oversight Report focused on meeting targets on enrolments and confirmed strong pre-census retention. An update was provided under agenda item 17 below.
- The committee considered and recommended the Meeting Skills Needs Curriculum Planning Strategy to the Corporation for **approval** under agenda item 18.
- Apprenticeship achievement rates are improving, and all accountability measures are green.
- The committee received the A Level report and comprehensive quality improvement plan enabling governors to monitor and track progress through regular reports.
- Students have been involved in many activities this term with positive feedback from a recent student survey and an increased number of student ambassadors recruited.

R Petto joined the meeting at 8.45am

3 **Audit and Risk**

The Chair of the committee reported that;

- Three internal audits have been completed in the year to date: Risk Management, Health and Safety Follow-up, and Human Resources, Recruitment and Retention.
- The DfE full funding audit has concluded with a small number of issues identified. As previously advised a £27k adjustment was made in respect of vulnerable learner bursaries.
- The 2024/25 RSM income testing is complete and while no funding issues were identified, a volume of observations, detailed in the Auditor's Findings Report (agenda item 7.1 below) have been raised in relation to apprenticeships.
- An issue has been found in relation to Apprenticeship Change of Employers which could have funding implications. Support from the DfE has been sought.
- The transition of apprentices to S4PL continues with 14 apprentices either complete or expected to complete imminently. There are 36 apprentices expected to transfer to S4PL.
- The tolerance level for the new maths and English condition of funding is 2.5%. The college is currently sitting at 3.1% non-compliance but continues to work through all learners to gather the required evidence to substantiate a claim.
- The committee recommends the Corporation approves the financial statements under agenda item 7 below for the year ended 31 July 2025 and signs the letter of representation and self-assessment questionnaire.
- The Chair of the committee will present the annual report of the Audit and Risk committee under agenda item 6 below.
- College GDPR compliance is at 77%.
- The committee has reappointed internal auditors and asks the Corporation to reappoint external auditors (RSM UK Audit LLP) for a further two-year contract. The Corporation **approved** the recommendation to reappoint.

6 Annual Report of the Audit and Risk Committee 2024/25

The report was received by members. The committee is required to produce an annual report which summarises the work of the committee, over the past year and report any significant issues. It details how the committee has discharged its operational responsibilities and draws out the committee's challenge and scrutiny role. The report confirms the committee's opinion on the adequacy and effectiveness of the college's framework of governance, risk, and control and how the college has secured value for money. The report will be submitted to the DfE.

HoG

It was noted that in section B5, Subcontracting/Partnership Assurance Audit the report references the audit finding from 2022/23. It was confirmed that the college remains compliant in this regard and will be subject to audit in this academic year. The findings therefore will be reported in the 2025/26 annual report of the committee and the relevant text updated and replaced.

C Rand joined the meeting at 8.50am

It was confirmed that the limited assurance Health and Safety internal audit recommendations made, referenced in the report, had been resolved and the follow up audit confirmed that good progress has been made with only low rated follow up recommendations made.

The Head of Governance will correct the wording on page 7 of the report concerning CWA Developments. The second sentence is to be replaced to read "However, this approval had since been rescinded". The Corporation **accepted** the report.

HoG

7 CWA Accounts for the Year Ended 31 July 2025

1 Auditor's Finding Report

The auditor's findings report was received and considered. This sets out the results of their audit including adjusted and unadjusted errors, none of which were found to be significant. There are several control recommendations made, 5 of which had been carried over from last year and will be resolved with the implementation of the new finance system. The remaining number, disappointingly, related to apprenticeship income.

2 Financial Statements for the year ended 31 July 2025

The financial statements have been reviewed by the Finance and General Purposes and Audit and Risk committees. The accounts present a positive view of the college's financial position in that they are consistent with the management accounts produced throughout the year and support 'outstanding' financial health.

The Vice Principal Corporate Services highlighted one change to the numbers between the version in the pack of papers and the hard copy for signature. Referencing note 20 on page 49, the figure at the bottom right-hand corner of the note (relating to the prior year) is £64,333 and should be £77,811.

The finance team and the Head of Finance in particular, were commended for their efforts to finalise the accounts and turn the process round from where it was a few years' ago. The Corporation was reminded of the requirement to complete the upload to the DfE (by 31 December 2025) this includes the college's financial statements but also those of the two subsidiaries, Developments and Enterprises. As agreed, it is the intention to close Developments down as it no longer serves a purpose and incurs expenditure (audit costs) and takes time to administer. This subsidiary is funded by a loan from the college which is around £50k. As part of the closure, the loan would need to be written off. The subsidiary has insufficient assets to meet the loan liability so under Treasury guidance, approval is needed to write the loan off. This was granted to the college a few months' ago however the DfE has since rescinded the decision as the step to secure Treasury approval had not been completed. The audit for Developments therefore remains incomplete and so CWA cannot upload the accounts. Acknowledging their fault, the DfE has authorised an extension of one month (by 31 January 2026) for the college to upload the various documents.

As an aside, a governor queried why (on page 4) Norfolk CC or the BCKLWN were not listed as funding bodies whereas CPCA was mentioned. The Principal/CEO confirmed that there isn't a separate income stream from Norfolk CC or the Borough Council whereas adult funding is devolved to combined authorities and is disclosed as a separate line (from CPCA) in the accounts.

Further to scrutiny and discussion, the Corporation **approved** the annual report and financial statements for the year ended 31 July 2025 for signing by the Chair and the Accounting Officer.

Chair /
Accounting
Officer

3 Letters of Representation (CWA and Regularity)

The letters are prepared by the auditors and aim to confirm management's responsibilities, support other audit evidence and ensures completeness of information given to the auditors. The Corporation **approved** the letters of representation for signing by the Chair and the Accounting Officer.

Chair /
Accounting
Officer

4 Self-Assessment Questionnaire

The self-assessment questionnaire is a familiar document that allows CWA to self-assess compliance with the regularity disclosures in the accounts. There were no issues highlighted and therefore the Corporation **approved** the questionnaire as presented for signing by the Chair and the Accounting Officer.

Chair /
Accounting
Officer

8 Management Accounts – October 2025

The October management accounts show some changes compared to the position reported in September 2025. The Finance and General Purposes committee will consider the financial position at the next meeting, particularly around tuition fees.

In summary, the accounts paint a positive picture with a cash balance of £11.8m. Yet to be included in the budget or actuals is the guaranteed increase in funding of £1.2m related to additional funding associated with the 4% national pay increase to schoolteachers.

Noting that the staff pay to income ratio is moving in the right direction (73.1% September to 70.7% October) the Chair highlighted that the report (line 3.18) shows an adverse variance relating to learner support staff with all other pay lines being under budget. It

was questioned therefore how the profile of new learner numbers would impact the ratio. Increased teaching and LSO costs are anticipated over the year, associated with the increase in learner numbers. It was noted that these increases will be accounted for in the budget forecast.

Governors queried the number of cash days in hand noting a drop from 65 days to 53 days. This is consistent with the treasury and cash management policy. There are some substantial payments to be made but cash flow predictions are consistent with the outturn expected to be on budget.

The HE income line (3.5) is behind budget, this includes income generated from UcWA the college joint venture company with ARU and HNC/HND income. Governors questioned if the HNC/HND courses had been removed but this is not the case, recruitment was paused due to low demand.

Finally, it was noted that the RAG rate against the EBITDA indicator should be green recognising the fall from 5.8% in September to 3.7% in October 2026.

9 Financial Regulations

The college's financial regulations were subject to major update last year following the reclassification of FE Colleges into the central government sector and the introduction of a range of new regulations to meet the requirements of 'Treasury's Managing Public Money'.

It was noted that the changes this year are relatively minor, and these were highlighted in the document using tracked changes. The Corporation considered the amendments and **approved** the updated regulations as recommended by the Finance and General Purposes committee.

It was reported that a few changes had been made to the memorandum of understanding for CWA Enterprises Limited to expand membership. The Chair of the Subsidiary Board and Chair of Corporation are to sign the amended MoU.

HvdW
Chair

The Chair adjourned for a break at 9.30am. The meeting resumed at 9.40am

10 Funding Position and Data Control

The report detailed some small income variances against the 2024/25 budget for adult (ASF/FCFJ), apprenticeships and loans.

Further to the R04 submission, study programme recruitment for this academic year is 3,607 learners (147 up on the same point in 2024/25). Although less than the +300 planned, 147 learners would still attract in-year growth funding of c.£350k if no reductions to the in-year growth calculations are applied. It was noted that no assumption has been made in the budget for in year growth funding. However, it is expected that any in-year growth funding received will be offset by around £178k associated with under-recruitment of T-Level learners.

Adult recruitment is strong and appears to be on course to achieve budget, however it is likely that provision will need to be managed to remain within allocation maximums, particularly with CPCA. Discussions have been held with NCC about additional ASF non-devolved funding for the next academic year.

The changes to English and maths condition of funding in relation to 16-19 study programme learners take effect from this year. Governors asked for reassurance that the college is working to avoid the financial penalties. At the time of reporting the college was sitting above 3% non-compliance against a 2.5% tolerance but this is now below 1% but there are associated risks in terms of attendance, planned hours, and retention. Governors were reassured that the college is likely to sustain a tolerance of 2.5% or below.

The under-recruitment of T Level learners is a regional picture although funding is based on a prediction made 18 months prior to delivery. The college had intended to open Animal

Care T Level programmes (70 learners) at Wisbech and Cambridge campuses but due to low take-up these haven't run this year. The Health and Social Care T Level programmes have also seen a decline in attracting learner numbers. There is a national issue with T Level take up as these are not well recognised by industry or parents. Also, there are practical problems as learners are required to supplement their learning with industry placements and there are problems finding employers who can commit and offer a placement. QEHKL for example have withdrawn industry placements for T Level health and social care learners and many employers are not recruiting due to financial strain with employer NI contributions for example, so this is an increasing and complex picture. CWA continues to be committed to T Level delivery but has not secured the traction needed.

Funding audits have been concluded and as reported the £27k exposure in relation to vulnerable learner bursaries has manifested.

Confidential item under Instrument 17(2) of the Instrument and Articles of Government
This item was deemed to be confidential.

Apprenticeship recruitment is on target to achieve budget, which was reduced by £200k on 2024/25. Whilst this represents modest growth in core delivery, this is the first time that growth has been achieved for several years.

C Pelling joined the meeting at 9.50am

11 AI Strategy

As requested, the AI Strategy has come back to governors for review and discussion further to refreshing the presentation and content.

The next phase of the pilot is underway to explore support software for teaching staff using AI. This will look at balancing the effective use of AI for students whilst minimising the risk of student malpractice to ensure academic integrity so that students who use AI have used it appropriately.

Governors were interested in the JISC (Joint Information Systems Committee) elevation tool which is referenced in the college's Digital Elevation strategy. The JISC evaluation tool is used by the college as a checklist for successful implementation and next year benchmarking will be available to show the college's progress. Governors were also curious to know how and if AI is used by front office and/or administrative staff and if this is incorporated within the same AI strategy. It was confirmed that it is, and the AI working and steering groups have been experimenting with Bots to see how AI can be used to streamline access to things like policies. It was agreed that an AI update/progress report against the strategy will be provided to the Board each meeting. This will be added to the business cycle of the Corporation.

HoG

12 Learner Voice and Engagement – Student Governors

The Corporation received a PowerPoint presentation detailing the learner voice and engagement activities undertaken by students since the last meeting of the Board. The presentation included an update on the work of the Student Council, Youth Advisory Board, Student Ambassadors, Freshers, Paint it Purple, MacMillan Coffee morning, Remembrance, Children in Need, One College Walking, White Ribbon, and the Health and Social Care Christmas Charity Fair.

The student governor said that having spoken with many students they are generally positive and enjoying college life. They are happy to be greeted in the mornings at entrance points and welcome the reminder about the importance of wearing lanyards. Student governors, and reps actively talk to fellow students to find out their thoughts and feelings about college life. They talk to classmates and engage with other learners in communal areas, the learning resource centre and other places where students congregate. Some students are reporting issues with finding work experience, particularly for A Level students. They have invited the Careers and Destinations team to their next virtual meeting for a Q&A session.

13 Single Equality Action Plan 2025/26

The highlight of the report was the 'One College Walking' event which united staff and students who all participated in this charitable event to raise awareness of the prevention of suicide of young people. The team is looking to develop new ways for student ambassadors to engage who would like to be Inclusion Ambassadors.

Governors noted that a restructure has delayed progress to deploy screen reader technology under exam conditions from August 2025 to August 2026. The commentary suggests that plans will move forward shortly but governors asked for more narrative in future reports and smarter target dates. It was further noted that the actions not tagged as 'New' have been carried over from the previous years' plan. The Corporation **approved** the plan presented.

HoLE

C Pelling left the meeting at 10.10am

14 Strategic Target 2025/26 Progress Review

Progress against all strategic targets for the 2025/26 academic year have been reviewed. The Principal/CEO highlighted the positive and negative performance outcomes for governors to note/discuss.

The Principal/CEO commented that target 2.5 had been tagged red and is behind target only because government had announced that mayoral combined authority appointment/selection processes will be delayed to May 2028 so the impact on the devolution of the adult skills fund for example, remains unknown. Local authorities will have more time to work through the Local Government Reorganisation (LGR) although initiatives and planning remain reactive as goalposts move in this uncertain landscape.

Since writing the paper, the publication of wave 2 for Technical Excellence Colleges (TECs) have been released. There will be 5 Defence TECs, 5 Digital Tech, 5 Clean Energy, and 4 Advanced Manufacturing. The bidding process is open with an early February 2026 deadline and the eligibility criteria has been announced, which would exclude CWA from submitting a bid for Advanced Manufacturing on two counts; 1) achievement rate at whole college level of 84% and/or apprenticeship achievement rate of 61% or higher; and 2) registration with the OfS (Office for Students). There is a zero tolerance on eligibility so CWA will not be eligible to apply.

Regarding target 2.8 the town library is relocating from its existing premises into what was the former Argos building. Norfolk County Council will be delivering their adult & community learning from the centre and CWA is working with NCC to co-partner and develop 5 pathways into learning. Staff won't be permanently based there but will be deployed as required.

Finally, governors noted that the new Green Skills Academy building at Wisbech has completed on time, without financial penalty.

15 CWA Headline Self-Assessment Report 2024/25

The overall quality of education judgement is 'Good', with a 'reasonable' contribution to meeting skills needs. It was noted that all other judgement areas have been graded 'Good'.

The content of the report has more faculty-based context in terms of outcomes, in the form of extended tables and illustrative figures included this year and deprivation data also incorporated for the first time illustrating the significance of this in our communities. Governors wondered how deprivation impacted achievement and if there was a correlation between the two. The Deputy CEO/Vice Principal Curriculum and Quality agreed to consider how this could be reported back to governors, particularly as the college is inclusive with a high proportion of its learners from deprived areas with lower-level learning needs.

DCEO/PC&Q

Maths and English GCSE and Functional Skills outcomes are all above national rates, where these are available. Safeguarding survey outcomes are positive with high

percentages of students saying that they feel safe at college, and know how to get support with welfare, wellbeing or safeguarding concerns.

Apprenticeship achievement (58.7%) has improved (+7.6% on the previous year) but remains below national rate (62.3%). Adult (19+) learning achievement (82.4%) has also marginally improved (+1.8%) on last year but remains below the 88% target.

The report confirms HE achievement 'good' degrees (first and upper second class) at 59% against 70% target in the main due to staffing issues in the year and declining student numbers. The quality of programmes is not at risk.

The Chair of the Performance Review and Quality committee confirmed that the committee had looked closely at retention as some areas were better than others, and attendance was variable. Governors picked out (table 9) the low achievement in creative arts and business, humanities, science and computing which was due to the small numbers of learners, which skewed the data.

Notably, the report confirms the inadequate A Level outcomes, and this area of provision is in intervention with the Performance Review and Quality committee who are monitoring/scrutinising progress against the comprehensive action and quality improvement plans. Line management of this area of provision has been changed, programme managers are accountable and an external APR has been conducted in the year to support and bring about swift improvement.

The report (page 2) confirmed that the college, throughout 2024/25 worked with six sub-contracted partners. They deliver specialist provision, or work with specific client groups, that CWA cannot support directly. An example of this is the King's Trust programme that the college cannot deliver but can facilitate widening participation with others out in the community to deliver the programme.

An absent governor had asked the Chair to raise a question about the safeguarding survey outcomes (table 7) which although percentages were small it was concerning that learners did not feel safe at college. It was questioned if this percentage was a 'normal' level of response and what was the male/female ratio of respondents. It was confirmed that every learner is asked to provide a reason for their negative response and there was a mix of some disingenuous comments made and others that had been honest and disclosed details for the college to investigate that in main related to the transition from school into college with learners exposed to the same people (bullies) that they experienced at school. In summary there were no issues for concern.

The Corporation **approved** the Self-Assessment Report.

16 Learner Outcomes 2024/25

In summary the report highlighted the retention rates for 16-18s, 19+, Apprenticeships, and A Level provision had all improved compared to the previous year but are below national comparators. Higher and Teacher Education retention landed at 93.5% in year and 100% respectively, which was positive.

As reported in the Self-Assessment Report overall achievement (all age groups) is improving but still tracks behind national rates except for maths and English GCSE and Functional Skills outcomes that were all above national rates.

17 Current Performance Data and KPIs 2025/26

The withdrawal process was included in the report demonstrating the mechanism (flowchart) to illustrate how the purple (perilous) status is put into effect to support the learner to stay on programme.

Overall, 16-18 study programme learner enrolments have exceeded target. UcWA recruitment targets however have not been met. The HE Strategy and Growth Plan has been paused this year, but every effort is being made in the year to maximise opportunities with partner HEIs and develop the curriculum offer for 2026 and beyond.

The Teacher Education Suite is on track to meet the target minimum of 102 enrolments. There are currently 73 students enrolled, with several of the programmes running multiple times in the year.

The pre-census 2025/2026 November retention target for 16 to 18 Learning provision is 97.3%, with 2.7% of learners withdrawn. This challenging target has been achieved for the fourth consecutive year. There are currently 53 learners on Purple Status (Perilous - at risk of withdrawal). Feedback from learners regarding their induction period is overwhelmingly positive, which is supported by the low withdrawal rate to date.

Governors recognised the dip in attendance but were given assurance that every learner is being tracked. Reporting is monitored bi-weekly and there are many reasons for low attendance. This term there have been higher levels of illness for example and homelife does impact, but absence is monitored daily by teaching staff. Adult attendance continues to be problematic but doesn't necessarily impact achievement. There is a clear link between attendance and retention for 16-18s but not necessarily for adults. It is not always the case that poor attendance leads to withdrawal or impacts retention. Students with mental health issues, for example, may not attend well but are retained, and do achieve, because they are supported well by the college. Conversely the student governor commented that students with good/high attendance are not typically praised. There are indicators in the student portal, but these are not well utilised, and recognition of good attendance would be really welcomed by learners.

APSS

18 Meeting Skills Needs Curriculum Planning Strategy

The review of the strategy has drawn out a focus on retention, 'step up' programmes, changes around English and maths and the impact on future qualification levels. The strategy expands on inclusivity and references the White Paper that will influence future iterations of the strategy. Meeting skills needs and CWA's engagement with stakeholders remains key and a focus on progression and destinations.

Curriculum planning now references the new Ofsted Inspection framework. The framework toolkit is incorporated in the strategy. Inspections only started last week so intelligence from these that will undoubtedly influence and shape the future of the strategy. The Chair asked that references to 'Leaders' should be more explicit and inclusive, i.e., 'course leader', 'faculty leader' for example, in the document.

HoQ

The Corporation **approved** the strategy.

19 HR KPIs and Employment Law Changes

The report highlighted that the total days lost to sickness have risen over three years (1,33 to 1,729), but absence per employee remains stable due to headcount growth. Short-term cases have continued to rise, up from 313 to 351 and this is now the main pressure point in terms of operational impact. Long term sickness conversely continues to fall from 33 cases down to 28 which indicates that early intervention and case management processes are working effectively.

Mental health has re-emerged as a top driver this year, which aligns with national statistics showing that around half of work-related absence is mental-health related. This reinforces the importance of the wellbeing and mental health support activity, specifically the introduction of Mental Health First Aiders for staff.

An absent governor asked the Chair to comment that the report received was a helpful and detailed report with useful benchmark comparator data. The mental health first aider initiative is positive, and governors would like to invite the Head of HR to attend meetings of the Board.

HoHR

Finally, governors highlighted the number of staff who opted for a flu jab which seemed a low number (96) particularly as cold/flu is one of the top reasons for absence. The flu jab service is well promoted across the college, but the report does not show the higher number of staff who have had the jab but not through the college.

20 Health and Safety Annual Report and Policy Statement

The Annual Report for 2024/25 details accident (events resulting in injury or damage) statistics for 2024/25 and the prior year. The report also documents incidents (reported events, including medical issues, that do not result in injury or damage). It was noted that 'near misses' are categorised in the report as 'incidents'.

Governors were informed that the red rated recommendations that were raised in the health and safety audit last year by internal auditors have been resolved. A follow-up audit has taken place with auditors confirming that the college "has made strong and demonstrable progress since the previous review".

There are several changes (tracked) to the Health and Safety Policy Statement from the previous (2023/24) version. Some of the changes were made in response to the recommendations raised by the internal auditors. The Corporation considered the updated policy statement and **approved** the copy presented.

The policy will, in future, be reviewed/updated at the end of the academic year for Corporation approval in readiness for the forthcoming academic year. The business cycle will be adjusted accordingly.

HoG

21 Safeguarding

1 Annual Monitoring Report 2024/25

The report provided a contextual summary of and commentary on CWA safeguarding data in 2024/25, and outlines actions and strategies implemented to address some of the main identified issues and improve our safeguarding practice and service to students. There are a higher number of learners reporting a safeguarding concern, but the college had an additional 400 learners, which suggests an explanation for the increase. Typically, this has increased the number of low-level safeguarding issues reported and allegations made against staff (allegations of unprofessional conduct) which is usually found to be inconsistency in approach, and pointing out more negatives with learners than positive. A programme (launched this year) called 'When the adults change' is designed to address some of these issues and developing a culture of recognising positive behaviour/conduct.

The report included data from sub-contractor partnership provision as well as CWA delivered provision. We also ask staff if they feel safe in the recent staff survey and some commentary was given around student behaviour and confidence to appropriately respond and deal with instances. Child on child abuse and anti-social behaviour increased but compared to other regional colleges; these themes are consistent with others, and CWA is not an outlier. It was noted that apprenticeship issues have slightly increased but are proportionally low for a large cohort of learners. Governors questioned if learners knew how to raise concerns as they are primarily in the workplace and not in college. The survey results show high levels of learners responding to say that they know where to get support to help with any welfare, well-being or safeguarding concern. For apprentices, their first port of call would be their employer.

Governors received data on retention and achievement, feedback from student surveys and a range of data extracted and analysed from My Concern, the safeguarding management system.

2 Safeguarding, Child and Vulnerable Adults Protection Policy Annual Review

The policy is guided by the statutory guidance document 'Keeping Children Safe in Education (KCSiE), which is typically updated for 1 September each year. There were very few (and no material) changes to KCSiE in September 2025.

The policy was last updated in March 2025 to include a discrete section on training. Additional minor updates were made in September 2025 to update and reference KCSiE 2025 and to update contact details in Appendix 4 of the policy. The Corporation **approved** the policy presented.

22 Risk Register Review

The risk register has been updated by risk owners since the last meeting of the Audit and Risk committee, and the Corporation. An overview of risk movement was provided in the report with a slight increase in the number of red (high) and amber (medium) risks on the register.

At the request of the Corporation at the last meeting held in October 2025, two new risks (R030 and R031) have entered the register and further to the Audit and Risk committee meeting held on 3 December, Governors were asked to consider adding AI to the strategic risk register as an emerging risk. Governors considered the 4 options provided in the report and concluded to adopt option 2 but to remove the word 'rapid' and use the word 'uncontrolled' instead.

HoG

It was further agreed to downgrade Risk R023 (capital projects) which was rated 'red' as the Green Skills Academy at Wisbech has completed on time, without incurring penalties. This will be considered at the next review point of the risk register.

VPCS

23 Governance

1 Appointments / Resignations / Recruitment

There have been no new appointments or resignations since the last meeting of the Board.

2 Application of the College Seal

It is a requirement of the CWA Instrument and Articles of Government that a record is maintained of all applications of the Corporation seal. The details of the application of the seal were provided for in the report although a further two documents were to be signed/sealed post meeting, the details of which would be confirmed in the next report to the Board.

HoG/Chair
Principal/CEO

3 Learning Walks - Feedback

The learning walks and college activities that governors have been involved in since the last meeting of the Board were provided in the report.

24 Any Other Business

The Chair wished everyone a merry Christmas and thanked the Board for their commitment and hard work in the year.

25 Date and Time of Next Scheduled Meeting

Wednesday 25 March at 8:30am, U125, University Centre, KL

Meeting Ended at 11.55am