

College of West Anglia
Minutes of
The Corporation Meeting
18 December 2024
8.30am – 11:30am
U125, University Centre, King's Lynn Campus

Present	Gill Rejzl	Governor (Chair)	In person
	Chris Ashman	Governor (Vice Chair)	Remote
	Jan Feeney	Governor	Remote
	Sam Fletcher	Governor	Remote
	Paul Gibson	Governor (Staff)	In person
	Ray Harding	Governor	In person
	Russel Liddington	Governor	Remote
	Sally Mitton	Governor	Remote
	David Pomfret	Governor (Principal/CEO)	In person
	Carolyn Rand	Governor	Remote
	Eva Remeikaite	Governor (Student)	In person
	Chloe Rothwell	Governor (Student)	In person
	Gemma Standen	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 Dave Clark, Seb Ivanov, Fliss Miller and Joe Yexley.</p>	
<p>2 Declarations of Interests There were no declarations of interest in items on the agenda.</p>	
<p>3 Minutes of the meeting held on 16 October 2024 The minutes of the meeting held on 16 October 2024 were reviewed and it was agreed to rephrase paragraph four under item 11 of the minutes to read "Governors noted that interest receivable fell short of target in the year; however, the college has developed its Treasury Management policy and is soon to appoint an advisor. The advisor will have the expertise to apply a higher risk appetite, consistent with the college's Treasury Management policy, with an expectation of a better outturn in this academic year. Subject to this amendment the Corporation agreed the minutes as being an accurate record.</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>There are two key components of the action plan to investigate the dip in retention. The first is the 2023/24 withdrawal analysis report and the second is the March 2025 internal audit of attendance and retention, both of which are to be shared with governors (Performance Review and Quality committee).</p>	DCEO/VPC&Q

It was noted that the September 2024 management accounts (item 8 on the agenda) does not have information on contribution analysis because it is too early in the year to have meaningful data. However, future reports will be accompanied by more narrative on contribution analysis.

VPCS

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

HoG

5 **Committee Chairs Briefing Items**

1 **New Finance System Task and Finish Group**

The Chair of the group told governors that a project manager has been appointed to oversee the implementation project. The first meeting was held at the end of October 2024 and terms of reference were agreed, noting that they asked for power to include that key milestone decisions without seeking the approval of the Corporation could be delegated to the group, to enable the project to commence at pace. The project team is to review the expression of interest, project plan, timeline and tender specification to ensure that requirements, priorities, phased approach and specification evaluation criteria are correctly articulated and weighted. It was acknowledged that the complete scope of works is unrealistic to be deployed for September 2025 so a phased approach to implementation is more likely.

2 **Finance and General Purposes**

The Chair of the committee provided a summary of activity from the last meeting, informing governors that Malcolm Pearson had resigned in October 2024 from the co-opted role.

S4PL are completing the Apprenticeship Provider and Assessment Register (APAR) application to become a main provider with the ESFA. The college continues to support their application and transition learners to S4PL.

The November 2024 management accounts, once available, will provide governors with better oversight of the income position and some of the emerging uncertainties can be built into the budget. The November 2024 management accounts will be circulated to governors as soon as they are available.

HoG

The government has announced £300m revenue funding for the FE sector which would apply from the government tax year beginning April 2025.

The committee considered the first draft of the financial statements that the Audit and Risk committee recommend for approval under item 7 of this meeting. Furthermore, the revised/updated Treasury Management Policy was considered and approved by the committee and under item 9 the committee recommends the Corporation approves the revised/updated Financial Regulations.

Finally, the Chair of the committee commented that positive update reported on progress against the IT Strategy and the CWA Marketing Plan for the 2024/25 academic year had been received.

3 **Performance Review and Quality**

The committee is to recommend the college self-assessment report (agenda item 18 refers), and the Meeting Skills Needs Curriculum Planning Strategy (agenda item 21 refers) to the Corporation for approval.

The Chair of the committee informed governors that they had received and considered a value-added report at their last meeting which was based on 2019 pre-pandemic comparators. Once the 2023/24 national data is published though the committee has asked for the report to be run again.

The committee continues to scrutinise and monitor apprenticeship provision and while HE student numbers are lower than planned there are lots of pathways into, HE under development that should positively impact recruitment.

4 **Audit and Risk**

The Chair of the committee confirmed that internal auditors have been instructed by the committee to conduct an audit of the Green Skills/Capital Projects in the 2024/25 academic year.

The internal audit of HR sickness absence management received significant assurance (green) opinion, and the internal audit of Health and Safety received limited assurance (red) opinion. The committee continues to keep apprenticeship improvement in focus.

The Annual report (agenda item 6 refers) of the Audit committee and recommendation of the Financial Statements (agenda item 7 refers) for the year ended 31 July 2024 are presented to the Corporation.

It was noted that good progress (now 62%, was 51%) against the 156 recommendations, arising from the GDPR compliance audit, has been made. Finally, the committee also concurs with the proposal to dissolve the NUS Student Union (agenda item 15 refers).

6 Annual Report of the Audit Committee 2023/24

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 ESFA accompanying the year end financial statements. It was noted that the Corporation **accepted** the report for submission to the ESFA with the filing of the financial statements.

7 CWA Accounts for the Year Ended 31 July 2024

1 Auditor's Findings Report

The auditor's findings report was received and considered by the Audit and Risk committee at the meeting held on 4 December 2024 where members received a page-by-page synopsis and detailed focus on the recommendations made and management responses, extending over pages 9 through to 21, with many rolling over from the previous year in relation to implementing a new finance system.

External auditors have confirmed an unqualified opinion of the financial statements, but the qualified opinion remains in respect of the opening stock inventory of CWA Enterprises, but this is not material at group level, and it is anticipated that this will be the final year that this will be required. Following the introduction of MPM (Managing Public Money) it was noted that CWA Developments has exceeded the £45k threshold (£46,159) and approval has been given by the ESFA for CWA to provide a letter of comfort given that the level of liability to the college is not material. The Corporation **approved** that the Chair signed the letter of comfort on behalf of the Corporation and **accepted** the auditor's findings report

Chair

R Liddington joined the meeting remotely at 9.10am

2 Financial Statements for the year ended 31 July 2024

The Head of Finance and Management Accountant were thanked for their work to prepare and produce the year end financial statements. The relationship with external auditors has worked well and this has positively impacted the timelier production and completion of the accounts.

Governors discussed the treatment of the CWA Enterprise £401k impairment concurring that this is to be deferred to the 2024/25 accounts, given that both the balance sheet value and the impairment are immaterial in the context of the college's accounts.

In addition, it was noted that some late adjustments, after reconciliation, have just brushed the college's financial health into 'outstanding'. The Corporation agreed to moderate the automated grade to 'good' due to the one-off overage of £400k.

Further to scrutiny and discussion the Corporation **approved** the annual report and financial statements for the year ending 31 July 2024 for signing by the Chair and the Accounting Officer.

Chair and
Accounting
Officer

3 Letters of Representation (CWA and Regularity)

The Corporation **approved** the letters of representation for signing by the Chair and the Accounting Officer.

Chair and
Accounting
Officer

4 **Self-Assessment Questionnaire**

The Corporation **approved** the questionnaire as presented for signing by the Chair and the Accounting Officer.

Chair and
Accounting
Officer

8 **Management Accounts – September 2024**

September is early in the financial year although there are several emerging financial factors that will impact as the year unfolds, notably, the growth in study programme student numbers that will drive additional costs but may also generate additional in-year funding (subject to affordability). The impact of a pay award above the 2% allocated in the budget. The increase in National Living Wage from April 2025, and the recent budget announcement of a £300m increase to revenue funding for the FE sector after April 2025.

A revised budget will be compiled once there is more certainty on funding. If the in-year growth funding for the increased number of students is not received governors asked how the needs of students would be met in terms of teaching capacity, accommodation and support. The APF&P commented that curriculum planning had accounted for increased student numbers and the likely impact on provision and meeting student needs. There is extra demand, particularly around maths and English, and governors considered the negative impact on attendance and the funding retention rate. The Performance Review and Quality Committee therefore was asked to keep a watching brief on such issues and pressures for students.

Finally, a governor questioned the sum on deposit, noting that this was less than half the total sum of cash held and asked why CWA investment appetite was low. The VPCS confirmed that the college is soon to appoint a specialist advisor who will have the expertise to apply a higher risk appetite, consistent with the college's Treasury Management Policy with an expectation of a better outturn in this academic year.

9 **Financial Regulations**

An annual review and update of the Financial Regulations has been completed and changes from the 2023 version were tracked. Changes have been made because of the publication of a revised version of the ESFA's College Financial Handbook and revisions, which follow Treasury's Managing Public Money have been reflected in the copy presented. The Corporation accepted and **approved** the updated Financial Regulations as presented, subject to the approval of the subsidiary memorandum of understanding as set out below.

The Corporation was asked to delegate authority to the Chair to countersign the Memorandum of Understanding between CWA and CWA Enterprises and CWA Developments Limited for the 2023/24 and 2024/25 (as amended). The 2024/25 MOU removes the stipulation that no director may be a member of the audit committee of the college, as there is no conflict arising for any governor to be a director of the CWA subsidiary companies. The Corporation **approved** the countersigning of the subsidiary MOUs as proposed.

Chair

10 **Spending on Green Skills Academy (Wisbech)**

The Chair thanked the Head of Property Services for the tour conducted at the recent Board Training/Development morning held at Wisbech campus. The tour was insightful and it was useful for governors to see the space and plans for future capital projects.

Funding has been secured for the construction of the new Green Skills Academy in Wisbech. The pre-construction phase of the project, design and planning, is nearing completion and mobilisation for the construction phase is due to occur over Christmas.

The Corporation was asked to approve the signing of the contract for the construction phase. The successful tenderer has submitted a fixed price tender for the work at £3.1m. The contract will be drawn in a standard JCT format, which are common construction contracts that have been used extensively by the college for other projects. There is confidence that the project will complete with project managers in post to keep it at pace, acknowledging the penalty risks to the college. One of the student governors asked if sustainability had been factored into the build design and the VPCS confirmed that 'green' materials and design, where possible, would be used and incorporated into the

construction and the build. With carbon footprint in mind, the contractor is working with the college on a travel to work scheme for the benefit of students and workers.

Further to due consideration and noting the critical November 2025 date for completion, the Corporation was **approved** the construction phase contract for signing.

11 Funding Position and Data Control

The APF&P reported that 16-19 Study Programme recruitment in 2024/25 remained exceptionally high, with up 450 learners on 2023/24 at the key R04 return point. In-year growth associated with this level of over-recruitment could equate to almost £1.5m additional in-year growth funding but this is unlikely to be confirmed until February 2025.

C Rothwell joined the meeting at 9.35am

2023/24 Adult income finished broadly in line with budget but was £11k behind income target although there was more College delivery than expected. The shortfall in partnerships' delivery meant a corresponding saving in partnership payments has resulted in an overall positive position compared to budget.

2024/25 Adult income is up approximately £142k on the same point in 2023/24. The budget is based on a £258k increase in college delivery which remains achievable. The increase, unexpectedly, is weighted more towards CPCA than non-devolved funding. These allocations will be carefully management throughout the year as there is the potential to exceed guaranteed funding levels on either and/or both.

12 ETIO (ex-Tribal) Benchmarking Report

Governors received the benchmarking report undertaken by ETIO. The model adopted allows like-for-like comparisons of financial activity with other colleges with similar characteristics to enable exploration of the CWA position against different groupings.

In summary the report highlights;

- That 'debt servicing' is parked to one side as CWA doesn't have debt, compared to many colleges that do.
- Subcontracting is broadly break-even, whereas most colleges subcontract work to make money, but CWA makes little on its subcontracted provision.
- High needs income is disproportionately high.
- Non-teaching – estates and utility costs are £400k more than the other providers.
- IT costs are slightly more expensive than other colleges.
- Teaching support costs are out of line with other providers.
- FTE salaries are high (not just teaching) across the college compared to the other colleges.

The Corporation was interested to know how it will see if and where any efficiencies have been achieved and the next step for the senior management team will be to see and interrogate the underlying datasets and then understand how this can be used and incorporated into forecasting and curriculum planning. The information will also be shared with the wider College Leadership Team to inform discussions around the potential to improve financial performance ahead of mid-year budget reforecast and 2025/26 curriculum planning and budgeting, which will be reported into the Finance and General Purposes committee and/or the Corporation.

C Ashman left the meeting at 9.50am

A governor asked how non-continuation is factored into future funding projections and it was confirmed that 2023/24 college data (actual income) in the benchmarking exercise for example included the number of student withdrawals, but the retention rate is calculated from two years' prior that impacts future income, not in year funding, on study programmes but it does for adults and apprenticeships.

C Pelling joined the meeting at 9.55am

13 Learner Voice and Engagement – Student Governors

Student governors gave a PowerPoint presentation to the Corporation detailing the learner voice and engagement activities undertaken by students since the last meeting of the

Board. The presentation included an update on Student Council membership and activities, the Youth Advisory Board and work of student Ambassadors plus success stories of the 'Wear it Pink' cancer campaign, CWA Community Newsletter activities, antibullying week, White Ribbon, and multicultural awareness across the college.

Student governors were congratulated on their work and thanked for sharing all the events that they have supported and contributed to, making them such a success.

14 Single Equality Action Plan 2024/25

Good progress has been made on meeting the targets from last year. For this year there is a focus around improving access to resources to students experiencing poverty, and further developing the EDI aspects of online tutorials. Governors asked for the targets rolled over from the year before to be identified in the next report. A governor asked if the inclusive language guide had been rolled out and the HoLE explained that positive feedback on the draft guide had been received and after amendment it had been released. It will continue to be an iterative process as further commentary is received which will be incorporated and updated as the year progresses.

The Corporation **approved** the plan for the 2024/25 academic year as presented.

15 Student Union Accounts 2023/24 and proposal to dissolve Student Union

The report concluded that the Student Union accounts fairly represent the position as at 31 July 2024, and of the deficit for the year then ended. Notice has been served that CWA intends to cease membership, and the cash balance will cover membership until the end of this month at which point the Student Union will cease to operate. A set of closure accounts to 31 December 2024 will be drawn up and presented to the Corporation at the meeting to be held in March 2025.

VPCS

The Corporation was informed that the student council voted to end its affiliation with the NUS (National Union of Students). To complete the process, and in accordance with the Article 15(1) of the Instrument and Articles of Government the Corporation is asked to approve to formally dissolve the student union. Further to due consideration the Corporation resolved to **approve** the dissolution of the Student Union.

Student governors confirmed that generally students didn't feel engaged or find membership of NUS useful. The college has other mechanisms that work much better.

C Pelling, J Feeney and H van den Wildenberg left the meeting, and the Chair adjourned for a break at 10.10am. The meeting resumed at 10.20am

16 Principal's Strategy Report

The Principal/CEO highlighted that the School Teacher Review Body has been asked by Government to consider its impact on the FE sector in its next decision-making round which is a first. This won't impact this year but may in future years help to bridge the gap between school pay and FE pay. The AoC has now made specific detailed submissions to the School Teacher Review Body for them to consider and government has asked for their review to be undertaken earlier. The DfE has been asked specifically to fund market supplements for hard to recruit areas; environmental, construction, digital, etc and there is a five-year plan under development with the government.

There are strong indications that in year growth funding and some of the £300m revenue funding for the FE sector will be received, but the proportion of this is yet to be determined.

The Principal/CEO has been appointed the Chair of the AoC WorldSkills Reference Group and the college has received congratulations from the WorldSkills UK CEO as the third best college in the country, following the WorldSkills UK 2024 national finals.

The Government has published the Devolution White Paper, which sets out the future strategy. This will impact Norfolk, with some significant changes ahead potentially for local councils and a reduction in politicians and leaders, moving away from district and borough to unitary authority. The main reason for Norfolk's two-tier proposal to devolve the adult skills fund being rejected by government, was on the grounds of restricted geography and lack of independent leadership via a mayoral combined authority. This threatens the

devolution of the Adult Skills Fund for the college and other investment opportunities. There may be some opportunities with CPCA in 2026/27, as a single skills budget will be available once ringfenced funding streams for skills is lifted.

17 Strategic Targets 2024/25 Progress Review

Progress against all strategic targets for the 2024/25 academic year have been reviewed. The Principal/CEO highlighted the positive and negative performance outcomes for governors to note/discuss.

For clarity the HR target (4.2) shows that staff retention is better than industry and staff sickness absence is better than benchmark but slightly behind college KPI target, so this is positive.

The Chair highlighted the slow progress made against the carbon reduction target (4.6) and wondered if this ambitious target needed to be reviewed. It was acknowledged that it is good to have ambitious targets and keep initiatives such as reducing our carbon footprint at the forefront of decisions/plans.

Finally, governors asked if there was anything different that could be done concerning attendance, which continues to be behind KPI target. The Deputy CEO/Vice Principal Curriculum and Quality commented that 16-18 attendance has been favourable since 2019 compared to the sector benchmark, but the college is not complacent, and the College Leadership Team is continually tasked with improving and applying a consistent approach with students on attendance issues.

18 CWA Headline Self-Assessment Report 2023/2024

The overall quality of education judgement is 'Good', with an 'outstanding' judgement for the provision of learners with High Needs and downgraded 'requires improvement' judgement for apprenticeships due to declining achievement and other known improvement priorities. The college can evidence a 'strong contribution' to meeting skills needs.

An apprenticeship deep dive had been conducted recently, facilitated by a lead Ofsted inspector who spent time with the learning practice team to look at process and practice. Fundamentally they concluded that they found improvement from the 2023/24 position and would now judge the quality of teaching and learning as 'good'. They spoke with students and employers and highlighted that two years ago, 57% of apprentices were behind target but that the college can clearly evidence that now only 14% are behind, which shows great progress. Governors concurred with the 'requires improvement' judgement for the 2023/24 Self-Assessment Report but would be comfortable to support a 'good' judgement in this academic year.

In APR meetings there has been a focus on progression, and destinations and retention by level, which has exposed that 2023/24 Level 1 retention was 84.8%, Level 2 at 86.3% and Level 3 at 83.4%. It is known that many level 2 learners progress into employment before completing their course. Notably in the 2019 Ofsted inspection report Level 2 progression was an area for improvement and, whilst this still falls short of national average, CWA Level 2 learners leave to go to positive destinations. The work of the careers and destinations team, highlighted in the college self-assessment report, is significant, where in 2023/24 there were 245 career events and NEACO targets were overachieved with 7,118 formal data points with interactions with students, the previous year (2022/23) there were 5,301, which is a 34% increase in contact.

After due consideration and scrutiny, the Corporation **approved** the 2023/24 self-assessment report and overall effectiveness judgement of 'good'.

19 Learner Outcomes 2023/24

It was reported that related to the SAR, the withdrawal analysis has commenced. The initial findings shows that by Christmas (December) the withdrawal rate was 33% and by March 56%. The reasons for withdrawal/leaving are being interrogated to look for patterns or trends. At this point of the analysis there isn't a single outlier indicating why students leave, and no suggestion that it is because of the quality of the learner experience.

20 Current Performance Data and KPIs 2024/25

Governors asked for future Corporation reports to include the same reporting period comparators which are reported to the Performance Review and Quality committee.

The pre-census data shows, for the third consecutive year, that the rate of withdrawal is consistent and low. Governors asked if more is done early on to retain students. It was acknowledged that it is possible that some earlier interventions could have contributed to a later withdrawal although this cannot be quantified. There is evidence that some students who have withdrawn 'in year one do return the next and/or progress onto other programmes at later dates. It was noted that future reports will include benchmark data, as the government has just launched a new performance dashboard that can be used to produce comparable data reports.

21 Meeting Skills Needs Curriculum Planning Strategy

The Performance Review and Quality Committee considered the strategy at the meeting held in November and further to some changes now incorporated it is proposed that the strategy is approved by the Corporation, noting that it will be subject to regular review and adaptation as the FE landscape changes. Further to due consideration the Corporation was **approved** the strategy as presented.

22 HR KPIs and Employment Law Changes

It was reported that there has been an increase in sickness absence in the autumn term, particularly October and November, the details of which were contained in the report, so there is still a real focus on managing sickness absence. Governors acknowledged that recruitment has improved and harder to fill roles in technical posts such as maths and English have been filled, with these areas now at capacity. Governors queried whether these were quality appointments. New initiatives such as a trainee lecturer role with a dedicated mentor has been introduced and this is helping with retention not just for lecturing staff but for all staff who receive mentoring as part of induction.

23 Health and Safety Annual Report and Policy Statement

The annual Health and Safety report was received and considered by the Corporation. Governors were made aware that since the report was completed, internal auditors had undertaken an internal audit of health and safety at the college that concluded with a limited assurance (red) opinion. The two notable recommendations made advised that the college should conduct evacuation drills of each building at each campus as a matter of course and carry out a risk assessment to determine whether a fire detection system should be installed in the equine indoor arena in Cambridge. Governors received assurance that both recommendations are being suitably addressed.

The policy has been updated with only minor changes highlighted that the Corporation **approved**.

24 Safeguarding

1 Annual Monitoring Report 2023/24

The report provided governors with a summary of, and commentary on CWA safeguarding data in 2023/24, and outlined the actions and strategies implemented to address some of the main identified issues and improve safeguarding practice and service to students. It was noted that the statistics and report included data from both CWA and subcontracted partnership provision. Low level cases of allegations against staff are included in the report as the college is obligated under Keeping Children Safe in Education (KCSIE) to keep a record of these. The partner statistics have increased, partly due to a greater focus on partnership providers and ensuring that they understand how to raise concerns of learners and that the learners themselves understand how they can report and get the support that they need. Governors raised concern about the cases of violence reported, which the APSS confirmed were all low-level instances which tended to tail off after the first term as students familiarise themselves with college life and adapt to mixing with different groups of people.

2 Safeguarding, Child and Vulnerable Adults Protection Policy Annual Review

The policy updates have been guided by the statutory guidance document, Keeping Children Safe in Education (KCSIE). Some minor updates to the policy reflect changes to KCSIE 2024 and the final page amended to detail the CWA designated safeguarding staff. The Corporation **approved** the amended policy as presented.

25 Risk Register Review

The risk register has been updated by risk owners and it was noted that risk (R027) has been reinstated concerning the Tower Block Roof.

The report now includes a rationale for risk movement noting that two risks have increased in residual score and one risk has decreased. Further to an observation made by an absent governor by email, the inherent score of Risk R003 has been increased from 12 to 16, noting that if left this would suggest that current control measures have increased the level of net risk. This has been amended as proposed.

In future reports the Chair asked for the residual risk scores to be included in the table, particularly for those risks that have not moved. The Principal/CEO commented that the HR staff recruitment and retention risk (R005) will fluctuate, and consideration should be given to the ETIO benchmarking report as this shows a higher than benchmark use of agency staff at CWA compared to other colleges. The slight increase in risk level of risk R008 is expected to return to lower levels once the college completes its investment in the estate with the completion of the new capital projects planned.

HoG

26 Governance

1 Appointments/Resignations/Recruitment

There are no new appointments to report. The Chair confirmed receipt of the resignation, with immediate effect, of from Alan Measures earlier in the week and wished him well for the future.

2 Standing Orders

The review of the Standing Orders has captured several minor amendments to reflect current practice and remove references to out-of-date processes. These were detailed in the document and tracked changes highlighted where amendments had been made. Further to review the Corporation **approved** the Standing Orders as presented.

3 Code of Conduct

The review of the Governors' Code of Conduct also captured several amendments to update references to other key documents and removal of redundant references to funding conditions no longer in effect. Such deletions were highlighted in red text and struck through. The main insertion (paragraph 42) has been made to stipulate appropriate conduct of staff and student relationships and aligns these behaviours with college values and policies on EDI, and safeguarding. The Corporation **approved** the amended Governors' Code of Conduct as presented.

4 College Seal

Since the last report to the Corporation in October 2024 the college seal has not been applied.

5 Learning Walks - Feedback

The learning walks that have taken place since the last meeting of the Corporation were provided in the report together with the details of a range of college activities that governors have been involved in the autumn term.

27 Any other business

There were no other items of business.

28 Date and time of next meeting

Wednesday, 26 March 2025 at 8.30am, U125 University Centre, KL

Meeting ended at 11.30am