

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

<b>Present</b>	Gill Rejzl	Governor (Chair)	In person
	Dave Clark	Governor	In person
	Jan Feeney	Governor	In person
	Paul Gibson	Governor (Staff)	In person
	Ray Harding	Governor	In person
	Seb Ivanov	Governor	In person
	Fliiss Miller	Governor	Remote
	Sally Mitton	Governor	In person
	David Pomfret	Governor (Principal/CEO)	In person
	Carolyn Rand	Governor	Remote
	Gemma Standen	Governor	In person
	Hein Van Den Wildenberg	Governor	Remote
	Donna Woodruff	Governor (Staff)	In person
Joe Yexley	Governor	Remote	
<b>In Attendance</b>	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

<b>No.</b>		<b>Action</b>
<b>1</b>	<p><b>Apologies</b> Apologies for absence were received from Eva Remeikaite and Chloe Rothwell. Russel Liddington did not attend.</p>	
<b>2</b>	<p><b>Declarations of Interests</b> The Chair declared her interest in item 3 of the agenda and Jan Feeney declared her interest regarding item 4.</p> <p>The Chair of Governors handed the chair to the Head of Governance for the following item</p>	
<b>3</b>	<p><b>Appointment of Chair of Governors</b> The term of office has expired for the Chair of Governors, Gill Rejzl. The Corporation unanimously <b>approved</b> the reappointment of the Chair for a second term of office of three years.</p> <p>The Chair of Governors resumed the chairing of the meeting</p>	
<b>4</b>	<p><b>Appointment of Vice Chair of Governors</b> Further to the early resignation of Chris Ashman, the Corporation is seeking to appoint a Vice Chair of Governors. The role of Vice Chair under Instrument 5(4) will hold office for three years. One nomination was received for the role from Jan Feeney. The appointment was proposed by Gill Rejzl and seconded by Paul Gibson. The Corporation <b>approved</b> the appointment.</p>	
<b>5</b>	<p><b>Minutes of the last meetings held on 26 March 2025</b> The minutes of the meeting held on 26 March 2025 were reviewed and <b>agreed</b> as being an accurate record.</p>	

C Rand and R Harding joined the meeting at 8.35am

### **25 June 2025 – Extraordinary meeting**

The minutes of the extraordinary meeting held on 25 June 2025 were reviewed and **agreed** as being an accurate record. The Chair thanked the Head of Apprenticeships and Work Based Learning for the work undertaken. The Principal/CEO confirmed that the accountability agreement was submitted by the 30 June 2025 deadline.

## **6 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 reported elsewhere on the agenda.

The student withdrawal analysis will be completed at the end of July 2025, to inform the college self-assessment.

DCEO/  
VPC&Q

The Company Secretary of the subsidiary companies has begun the formal process of appointing Directors to the Board of CWA Enterprises Limited. One Director has been appointed, and interest has been expressed by another to join. It was confirmed that VAT advisors have been appointed. They have been asked to advise on the cessation of CWA Developments Limited. They will report on this in due course, but their informal advice is that there is no benefit in retaining the subsidiary.

VPCS

The Property Steering Group meeting was convened and held on 30 June 2025.

An unconsolidated payment (amount based on affordability) will be made to all eligible staff on a pro-rata basis in July 2025.

It was agreed that the Vice Principal Corporate Services would investigate the data concerning applicants who declared a disability as college policy is that disabled candidates will be shortlisted for interview if they meet the minimum eligibility criteria; however, the report confirms that 16 applications were received, 4 were shortlisted, and only 1 was interviewed. It was further suggested that internal auditors are asked to include this issue in the scope for the HR recruitment and retention internal audit assurance work planned for the 2025/26 academic year.

VPCS

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

HoG

## **7 Committee Chairs Briefing Items:**

### **1 Search and Governance**

The Chair of the committee confirmed that the Board currently holds three vacancies, so a recruitment campaign is underway. Agenda items 21.3, 21.6, and 21.7 are subject to approval by the Corporation further down this agenda. Good progress has been made against the external governance review action plan which is now 83% complete, and the Code of Good Governance action plan which is now 91% complete. The committee has agreed that it will meet once a term in the 2025/26 academic year as opposed to four times in the year. The terms of reference and annual business cycle have been reviewed by the committee and are recommended for approval, under agenda item 21.4 below.

G Standen joined the meeting at 8.40am

### **2 Performance Review and Quality**

The acting Chair of the committee mentioned that learners had been invited to attend the meeting in June 2025 to talk about their experience, good and bad, at the college. Other topics at the meeting in summary included learner voice and student satisfaction which will be regular items on agendas for the next academic year. An overview of attendance figures, both positive and negative were reported, and the internal audit of student retention and achievement had notably received significant assurance (green status). Students have implemented a student led Neurodiversity Group to support people who are neurodiverse and to educate the wider college community about neurodiversity. The apprenticeship achievement rate is predicted to improve compared to last year and the deep dive approach to Area Performance Reviews is set to change next year. HE recruitment and future plans are positive. The committee currently holds two vacancies, so membership of the committee

needs to be strengthened. The terms of reference, under agenda item 21.4 below are recommended to the Corporation for approval.

### **3 Finance and General Purposes**

The Chair of the committee commented that the April management accounts were considered by the members at their recent meeting.

The committee considers that the budget (covered under agenda item 11 below) has been drafted conservatively, shows some areas of optimism and is recommended to the Corporation for approval.

The DfE has assessed the college Financial Health for the 2023/24 financial year as 'outstanding'. The college did try to moderate this to 'good' based on the overage transaction that was a one-off in the year, but the DfE declined the appeal.

The committee received an update on funding, which is covered under agenda item 12 below.

The subcontracting plan for the 2025/26 academic year was approved by the committee. It shows a substantial reduction in delivery brought about by government cuts to the Adult Skills Fund.

The Treasury Management, Fees, and Supply Chain and Fees policies were approved by the committee and the contract for the college's insurance arrangements/cover was also approved.

The committee received an update on progress against the IT strategy with no issues to report and Marketing will be added to the agenda for the Corporation as a key strategic item to be reported in the 2025/26 academic year.

The committee also considered the HE strategy as a focus area and agreed its terms of reference that are on the agenda (item 21.4 below) for approval.

HoG

### **4 Audit and Risk**

The Chair of the committee reported that 8 internal audits have been completed in the 2024/25 academic year. Significant assurance (green status) was received for 7 of the audits and 1 limited assurance (red status) for Health and Safety. Recommendations have been actioned to address the recommendations arising from the report.

The internal audit of the Green Skills/Capital Builds and New finance system are scheduled for reporting to the committee at its first meeting to be held in the new academic year.

An updated internal audit charter was received from internal auditors, Scrutton Bland, and was accepted by the committee.

All four audits in the reporting period covering HE recruitment and retention, Cash Flow Forecasting Income and Debtors, Examination, and Student attendance and retention, received significant assurance (green status).

The internal audit plan has been agreed by the committee and is recommended, under agenda item 19.1 below, for the Corporation to approve. The external audit plan (under agenda item 19.2 below) was also considered and agreed by the committee.

The committee received and considered the annual value for money report which concluded that the college has robust controls in place to support VfM and would challenge the achievement of VfM on a regular basis.

The college has now reached a 'good' level (80%) of GDPR compliance.

The whistleblowing policy has been updated, approved by the committee, and is now published on the college website.

The anti-fraud policy has been updated and approved by the committee but will be subject to review again further to the new corporate offence of 'failure to prevent fraud' coming into force on 1 September 2025.

The terms of reference and annual business cycle have been considered by the committee and are for approval by the Corporation under agenda item 21.4 below.

## **5 New Finance Task and Finish Group**

The project has gained pace, and 12 software suppliers were invited to bid through a restricted tender process. There were 6 suppliers who bid for the tender and entered round one with 3 suppliers successful to round two.

The three suppliers delivered a workshop to the project team, for CWA to test the system and question its capabilities. Once a preferred provider has been chosen, a project plan for implementation can be developed. Implementation will be phased with priority to implement transactional functions first. The Task and Finish Group is to meet again once the preferred provider has been selected, and they will be invited to present the system to the group of governors. The Chair of the Group commended the work of the team to progress the project and thanked governors of the group who have supported the team and have particular specialism in this field. It was noted that an internal audit of the pre and post implementation of the chosen system has been planned by the Audit and Risk committee.

## **6 Property Steering Group**

The extension of the School of Nursing building is complete, and the building was handed over at the end of June 2025.

The King's Lynn Green Skills Centre is complete and is in use.

The Wisbech Green Skills Academy is on programme with a 17, October 2025 handover. There is a potential overspend due to Anglian Water decommissioning the connection point which has created an additional cost (reasonably modest).

The Cambridge Bioscience Building (Darwin Centre) is complete.

The Chair of the Group reported that external parties were invited to do a presentation concerning land opportunities to develop land at/around the Milton Campus. The college has not committed to any opportunity proposed.

The strategic target regarding achieving 4% carbon reduction will be revised as this remains unachievable.

The tender has been released for the works to the Tower roof. Bids have come in significantly lower than budget, which is positive but works will be CWA funded and phased to minimise the impact on end users. Works are predicted to complete by late October/beginning November 2025.

C Pelling joined the meeting at 9.00am

## **8 Learner Voice**

The report confirms a high proportion of students (3000+ were surveyed) being positive about their experience at college. Governors asked what proportion of the student body participated and if there was a particular area where high levels of students engaged. The survey was conducted across the whole student body with a good proportion, 810, that said that there was nothing they could think of that could be improved. Where feedback for improvement was made this has been fed back to managers responsible for those areas, IT, Property Services etc. In the new academic year students will be informed about what's happened (You said, we did) since leaving their contributions to the survey. Governors did note that a small number (38) of students had highlighted inconsistencies in staff attitudes/understanding of mental health neurodiversity needs. There is staff training planned in the new academic year around changing mindsets and attitudes.

## 9 **AI Strategy**

The Head of Learner Engagement has been working on the strategy with a group of key individuals to develop the strategy to safeguard the college and roll out the technology for the good of students and staff. Governors liked the balance of AI use versus risk but wondered how this was working in practice with students and their coursework, identifying the use of AI and ensuring plagiarism is not in place. A strategy to authenticate students' work is in place to ensure that AI is being used appropriately. Governors asked for the strategy to articulate the college's approach to AI as in its presented format (slideshow), whilst this set out the principles of AI use, it reads more like a policy than a strategy. It was agreed that the approach would be reviewed but in terms of a policy statement the Board resolved to endorse the approach presented.

HoLE

C Pelling left the meeting at 9.20am

## 10 **Summary Management Accounts – April 2025**

The April management accounts show a forecast year-end surplus of £273k and EBITDA of £1.142m (3.1%). The financial health is 'good' at 220 points with high cash balances due to holding large capital grant monies.

It was noted that external auditors have raised the prospect of accounting for the repair works for the damage to the Tower Block roof. This would impact on the 2024/25 accounts but as the impairment is non-cash in nature it won't affect the financial health score but would substantially reduce the bottom line. The college is keen to recognise the impairment in the 2025/26 accounts when the financial position has more headroom. The college is in dialogue with the auditors to find an agreed accounting approach.

## 11 **Budget 2025/26 and Medium-Term Financial Plan**

The Chair thanked the Head of Finance and the team for the work to produce the budget and medium-term plan.

This is the first time that the college can report a likely turnover of over £40m and the budget prepared is considered prudent resulting in a £307k surplus outturn. It was noted that this includes a provision for a 4% pay increase across the college which matches the 2025/26 recommendation of the School Teacher Review body. This is an assumption in the budget only and would be subject to approval by the Corporation. Formal pay proposals to the Board are anticipated to follow at the meeting to be held in October 2025. There is some work to do around pay differentials and compression of the salary bands for some support staff as a result of the National Living Wage, but there is hope that flexibility in the budget next year may facilitate proposals to address this persistent issue.

The Corporation was informed that the budget omits an estimate of the college's share of the £160m that the government has announced will be allocated to FE colleges in the 2025/26 academic year. This will be shared out to colleges based on the number of study programme learners (16-18s) which has been estimated at, and since confirmed to be, £1.21m for CWA, which would improve the bottom line significantly.

F Miller left the meeting at 9.30am

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

The Corporation was informed that the college has been selected for a DfE funding audit for the 2024/25 funding year. The Audit and Risk committee will maintain oversight of the work.

D Woodruff left the meeting at 9.40am and rejoined at 9.42am

Governors noted the positive contribution of the Applewood Nursery which has switched from making a low contribution to being commercially viable. The number of children has increased and other initiatives to grow income are being realised. There is some investment needed in the outside space to improve facilities for the children.

It was noted that tuition fees have increased in the budget by 35%, which governors challenged and refectory income has increased despite not achieving the budget set this

academic year. The Vice Principal Corporate Services confirmed that both lines have been challenged with respective managers and are both considered to be robust.

The budget has been used to inform a revised iteration of the college's Medium-Term Financial Plan (MTFP). This shows that the college generates a surplus in each of the years to 2029/30, increasing cash balances to 'good' or better financial health. The Corporation **approved** the budget and medium-term plan.

## **12 Funding Position and Data Control**

The report shows a pattern of growing study programme numbers generating lagged and in-year growth funding. Adult growth is also strong in the current year but is subject to capping, so some provision is to switch to direct delivery rather than partner delivery. Growth in 2025/26 will be further restricted by allocations and CWA will cease working with two subcontractor partners to allow core CWA delivery to continue to grow.

## **13 Focus Area: Higher Education**

The report was written in response to governor concerns about the deliverability of the college's HE strategy and growth plan which has suffered several recent setbacks such as the Office for Students (OfS) suspending new applications (but reopening 28 August 2025) and delay of the Lifelong Learning Entitlement (to January 2027).

In summary, the report takes a longer-term outlook and shows that both student numbers and revenues have been reducing for several years. This is not unique to CWA and appears to be consistent across most FE colleges that run HE provision. However, the report confirms a tough market but suggests that HE at CWA is currently 'washing its face' based on the contribution analysis.

An action plan is to be formulated arising from recent discussions and the HE strategy and growth plan will be revisited with milestones reset. Targets for years 1, 3, and 5 have already been reviewed and updated and the strategy will be reworked over the summer and shared with the Corporation in the new academic year.

## **14 Current Performance Data and KPIs 2024/25**

Governors noted the positive retention on 16 to 18 study programmes which is 89.5% (4.3% higher than last year). The internal audit on learner retention and attendance was shared with the board showing significant assurance (green status).

Area Performance Reviews are driving improvement, together with BRAGP and collective responsibility there is confidence that the 92% retention KPI target is achievable next year.

The Chair adjourned for a break at 10.15am. The meeting resumed at 10.25am

## **15 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. The Chair of Governors asked when the targets behind planned progress would get back on track. The Principal/CEO commented that the target concerning the HE strategy has been discussed earlier in the meeting, and it is proposed that the target about meeting 4% carbon reduction has been adjusted to 2% in the new strategic plan for 2025-2028.

In relation to strategic target 2.8, to explore opportunities to support economic growth through the Technical Excellence College programme and the new Growth and Skills Levy, the Principal/CEO mentioned that Construction Technical Excellence Colleges were launched mid-June with an application deadline of 4 July 2025. CWA met the eligibility criteria, except for predicted volume of student numbers but has supported bids from other regional colleges. The next TEC application round is likely to be Engineering and Advanced Manufacturing which the college is very keen to apply (subject to eligibility).

F Miller rejoined the meeting at 10.30am

## **16 3 Year Strategic Plan 2025-2028**

DCEO/  
VPC&Q

The draft strategic plan 2025-2028 was distributed to governors ahead of the Governors' Strategic Planning morning held on 11 June 2025. Feedback from the planning morning has been reviewed, and a revised version of the plan was considered by the Board. Not every revision has been included but operational targets have been removed and targets around the value of staff given higher emphasis. It was agreed that a specific target will be added to strategic ambition 4 concerning the development of the CWA Property Strategy and the target about overall retention at >92% for education and training will be amended to remove the reference to adult courses, and apprenticeship provision.

Principal/CEO

It was noted that early consideration will be given to the development of a more radical revision for the 2026-2029 plan.

Subject to the minor amendments discussed and agreed at the meeting, the Corporation **approved** the Strategic Plan 2025-2028.

## 17 HR KPIs and Legal Update

The report highlighted that voluntary turnover for those with less than two years' service is at 3.38% against the strategic target to achieve less than 10%. The number of days absent per employee is an average of 2 days. The total for the academic year to date is 6 days per employee. The college is higher than the national average across all sectors but below average for the education sector. Governors asked to reinstate the statistical tables in the report that showed the number of candidates, repeat campaigns, appointments made etc. as previously reported.

VPCS

## 18 Risk Register Review

The review of the risk register confirms that three risks increased in score, and two have moved down. Justification was provided in the report to explain the risk movement.

It was noted that Risk R004, inability to recruit sufficient 16-19 student numbers, has been removed from the risk register as it is no longer a risk. As suggested, a new risk, R028, has been added, 'Inability to afford increased 16-19 student numbers due to lack of in-year growth funding and capacity'.

Risk R027 has also been removed from the register in relation to the latent defect claim concerning the Tower Block roof as there is no legal route to pursue. Tower Block roof works however, remain a risk and are covered in risk R023 (capital projects). Governors queried, given that capital projects are being managed, and have completed on time, and on budget, if a score of 12 was too high. It was agreed that given this justification the score could be downgraded, and the Vice Principal Corporate Services would consider this at the next review point.

VPCS

The Chair suggested that risk R005, failure to recruit and retain staff, should read 'failure to recruit and retain high calibre staff'. The risk register will be updated. The Principal/CEO mentioned that a fresh approach to recruitment campaigns has proved successful with attracting high volumes of applications and quality applicants for LSO posts. The team is on day 8 of interviews.

HoG

Governors expressed concern that risk R019 (failure to detect fraud) has increased in score from 4 (green) to 8 (amber) as it has been recognised that the college needs to improve and strengthen its financial controls over expenditure. The Vice Principal Corporate Services explained that the issues are relatively minor, but the college will need to be ready for the corporate offence of 'failure to prevent fraud' that comes into force on 1 September 2025.

## 19 Audit Plans 2025/26

### 1 Internal Audit Plan 2025/26

The internal audit plan sets out the assurance work intended to be conducted in the 2025/26 academic year. The plan has been informed through discussion with the Audit and Risk committee and input from SMT. The Corporation **approved** the plan as presented.

### 2 External Audit Plan for the year ended 31 July 2025

The external audit plan documents the planned approach to the audit of the 2024/25 financial statements with no anticipated issues to deliver on time. The Corporation **approved** the external audit plan.

### **3 Emerging Issues**

The new corporate offence of 'failure to prevent fraud' comes into force on 1 September 2025. CWA is in scope of the requirements and will complete considerable work over the summer to prepare for the new regulations.

The section on generative AI was highlighted to governors. In this context, as discussed above, the college is just about to roll out its AI Strategy and the Audit and Risk Committee has asked Internal Auditors to undertake some assurance work on the college's use of AI early in 2026/27.

## **20 College Charters**

### **1 Student Charter and Code of Behaviour**

The Student Charter was significantly revised in Spring 2024 as part of a review to meet the requirements of the Open University validation. This resulted in merging the Student Charter and the Student Code of Behaviour and revisions the content of both to ensure the new document is cohesive and coherent. This was then reviewed and approved by the Student Council. Following the cessation of the collaboration with the OU, it was revised in May 2025 to remove reference to OU students.

### **2 Employer Charter**

The Employer Charter was also significantly revised, but in 2023/24. Following review by relevant managers, no changes are proposed for the coming academic year to this or the Young Carers and Young Adult Carers Charter (below).

### **3 Mental Health and Wellbeing Charter**

Amendments had been made to take account of feedback from governors at the last review in July 2024.

### **4 Young Carers and Young Adult Carers Charter**

As explained (above) there are no amendments proposed. It was noted that this Charter had also been reviewed and agreed by the Student Council.

The Corporation **approved** the four Charters presented en bloc.

## **21 Governance Items**

### **1 Resignations**

The resignation from Chris Ashman was received on 28 April 2025, taking immediate effect, due to relocation to the South West.

### **2 Reappointments**

The reappointment of the Chair was dealt with under agenda item 3 above. There are no terms of office soon to expire for governors.

### **3 Committee Chairs 2025/26**

The report detailed the proposed Chair appointments for committees of the Corporation for the 2025/26 academic year. The Corporation **approved** the appointments.

### **4 Committee Terms of Reference and Annual Business Cycle**

The Corporation **approved** the committee Terms of Reference and Annual Business Cycle noting that each committee had conducted its own review. The proposed changes were highlighted using tracked changes noting that the Finance and General Purposes Committee has reduced its membership from 7 to 6, and quorum from 4 to 3. The Corporation **approved** the changes and documents which the Head of Governance will update and publish.

HoG

### **5 Instrument and Articles of Government Update**

In response to a letter addressed to the Chair of Governors received from the DfE dated 17 June 2025, the Corporation is asked to review and amend its Instrument and Articles of Government in relation to voting rights of student governors under 18 and quorum requirements. The necessary adjustments have been made to Instrument 13(8) enabling student governors irrespective of age to vote on all matters of the Corporation, and Instrument 4(2) to remove the Secretary of State having the power to appoint governors if the number of governors falls below the number needed for a quorum as this has not been applicable for some years.

In addition, as the Corporation approved the cessation of the Student Union, all references in the Instrument and Articles of Government are proposed to be removed at Instruments 1(k), 2(2), and 7(4) and Articles 1(j), 15(1), and 15(2) inclusive.

The Corporation **approved** the amended copy of the CWA Instrument and Articles of Government.

HoG

**6 Governor Recruitment and Succession Planning Policy**

The policy was overhauled last year and has been reviewed by the Search and Governance committee, who recommend the document for approval. Only minimal changes to the footer to update the version number (v6), the date of the review and date of corporation approval were proposed. The Corporation **approved** the amendments; the policy is to be published on the governance pages of the college website.

HoG

**7 Annual Governance Self-Assessment**

Since the 2021/22 academic year, it has been a funding requirement that the Corporation of every FE college must have an external governance review every 3 years and have an annual governance self-assessment.

CWA had its external governance review last year (2023/24) so in the years between then and the next external review in 2026/27 a governance self-assessment is due for the 2024/25, and 2025/26 academic years.

The approach to self-assessment in the past was to survey governors by asking if they agreed or disagreed with a series of governance related statements. This process had become tired and overused, so the Head of Governance was tasked to replace the questionnaire with something more meaningful.

Working with the Head of Governance, the Search and Governance committee presented the new (and improved) annual governance self-assessment which is based on a maturity matrix model aligned to the Code of Good Governance. The self-assessment asks governors to make a judgement (Strong, Good, Reasonable, or Limited), against each of the six principles of the Code.

It is proposed that this is released to governors over the summer for governors to score (using the score card appended to the report), reflecting on the governance performance of the 2024/25 academic year. A collective discussion will then be held at the November Governor Training/Development morning (Wednesday 5 November 2025) as part of the agenda, as a workshop activity, to agree the judgements after which the outcome will influence the leadership and management judgement in the final college SAR to the Corporation meeting to be held in December 2025.

HoG

The Corporation **approved** the annual governance self-assessment model. The Chair commended the work of the Head of Governance and the development of the Self-Assessment process. It will be used, tested, and enhanced, as necessary.

**8 Use of Corporation Seal**

It is a requirement of the CWA Instrument and Articles of Government to maintain a record of all applications of the Corporation Seal. Since the last report to the Corporation in March 2025, the Seal has not been applied. Likewise, the Seal of CWA Developments has not been applied in the reporting period.

**9 Governor Check-in and Check-out the Chair**

Governors will be invited to 'check-in' with the Chair of Governors to discuss their role. The Head of Governance will work with the Chair to diarise the 'check-in' meetings over the summer. The 'check-out' the Chair questionnaire will also be circulated for governors to complete and return.

HoG

**10 Learning Walks - Feedback**

The details of the learning walks and activities/events that governors have attended in the summer term were set out in the report.

**22 Any Other Business**

There were no other items of business.

**23 Date and Time of Next Scheduled Meeting**

Wednesday 15 October 2025 at 8:30am, U125, University Centre, KL

Meeting Ended at 11.05am