

**MINUTES OF CORPORATION MEETING HELD ON 10TH JULY 2025
PART ONE**

Members:

Charlotte Bosworth (online)
 Andrew Chiduku
 Barbara Van Der Eecken
 Heather Lodge
 Mary Mahoney
 Edward Ng
 Stuart Pedley-Smith
 Tony Sadla
 Jat Sharma
 Nelson Tanyanyiwa
 Helen Troalen
 David Wheeler

In Attendance:

Rachel Jones, Assistant Principal MIS
 Kirsti Lord, Deputy Principal Curriculum, Innovation & Student Success
 Jacky Leek, Interim Director of Finance
 James Norris, Assistant Principal Adults & Work-Based Learning
 David Turner, Assistant Principal Quality
 Lesley Venables, Head of Governance
 Charlotte Wood (minutes 529 to 551 only)

	APOLOGIES	
529	Apologies for absence were received from Paul Averis, Alexandru Marina, Graham Ward, Adam Comery, Sasha James and Mykola Rovnyi.	
	DECLARATIONS OF INTEREST	
530	There were no declarations of interest in any specific agenda items.	
531	Revised Register of Interest and Declaration of Eligibility forms would be circulated for completion over the summer, with which all governors must comply. The Chair and the Head of Governance would also be meeting with governors individually to discuss their assessments of performance in 2024/2025	LV LV/DW
	APPOINTMENT OF GOVERNORS	
532	The Head of Governance reported that, in line with the process within the Student Union Constitution, a second student governor had been nominated from the Student Executive.	
533	Resolved - That Precious Itota be appointed as a student governor for a one year term of office commencing on 1 st August 2025	
	WRITTEN RESOLUTION	
534	The Corporation noted that Andrew MacIntosh had been appointed as a co-opted member of the Finance Committee through a written resolution.	
	MINUTES	
535	Resolved – That the minutes of the meeting held on 22 nd May 2025 (Parts 1 and 2) be approved as a correct record and signed by the Chair	
	MATTERS ARISING	
536	Governors received a progress report on the actions identified at the previous meeting and the Corporation noted that the majority of these had been completed or were in train.	
537	In relation to minute 448 on the deferral of the approval of the Adult Learning Centre project, governors asked whether this would have any negative impact and were advised that the revised date aligned more closely to the new Lifelong Learning Entitlement and curriculum developments.	
538	The temporary relocation of The Link may be problematic in terms of maintaining the current level of footfall, however it was noted that the new accommodation	

	would provide additional classrooms and better internet facilities. A marketing strategy was under development to raise and retain the level of engagement across the Borough.	
539	It was agreed that the College's revised Property Strategy would be submitted for approval to the May 2026 Corporation meeting.	LV/Exec
540	Governors also requested that the original dates of all actions should be included in the monitoring report, to enable the Corporation to identify any delays in delivery.	LV/Exec
LINK GOVERNOR ACTIVITIES		
541	Mary Mahoney – guest speaker at Higher Education Awards ceremony Barbara Van Der Eecken – presented STAR Awards David Wheeler and Barbara Van Der Eecken attended the Curriculum & Staff Conferences, with position feedback on both events. Governors would receive a summary of the main themes.	JS/LV
SAFEGUARDING UPDATE		
542	The Head of Safeguarding presented a report on safeguarding issues/activities since the May 2025 meeting. There had been a total of 3889 referrals in the current year in relation to 2064 students, the majority of which were aged 14-18 and/or had an Educational Health & Care Plan. Within the former group, 45% of students had a safeguarding concern. For the adult cohort there had been 150 students with safeguarding cases (2.47%) out of the total population of 6,058 adult students without EHCPs.	KL/CW CW CW/RJ
543	A number of questions had been raised in advance by governors on the content of the report, which would be responded to by the Deputy Principal and Head of Safeguarding outside of the meeting.	
544	It was noted that a revised version of the Department for Education's "Keeping Children Safe in Education" had been published in the last few days and would require some revisions of the College's Safeguarding Policies/Procedures. New versions would be submitted for approval at the Corporation's October 2025 meeting.	
545	A governor asked what action was taken any open cases at the end of the academic year and was advised that support for students was available through a number of sources during the holiday period. Staff would be working through the new starter cohort to assess their risks and vulnerabilities, using information from schools and other providers. The Head of Safeguarding emphasised the importance of the College having accurate and timely transition data from schools, together with background information on behaviours, but this was only available in approximately 25% of cases and would be pursued by the Deputy Principal in discussions at the local Schools Alliance meetings.	
546	In response to questions on the volume of concerns, the Head of Safeguarding reported that trend data and year on year comparisons would be included in future reports, which would provide a greater level of detail. The number of cases had increased in 2024/2025 and these were often more complex than previously. It was felt that this was partly due to students feeling more confident in raising safeguarding concerns.	

547	Governors also queried the number of referrals to external agencies and were advised that this totalled 210. Any identified mental health needs were met through specific support either through the College or externally. An internal Well-Being committee had been established and was contributing to the consistency of relevant data. The recent curriculum restructure had created Student Success Leads and a centralised Personal Development function, both of which would reinforce the current strength of safeguarding processes.	RJ/CW
548	Compliance amongst staff with training requirements remained high, with the majority of staff, governors and volunteers completing mandatory safeguarding training and regular updates on key areas such as Prevent and Mental Health. Input from external providers such as the Police, Health services and specialist support groups assisted in raising awareness and providing targeted safeguarding education.	
549	Walsall Council had been selected for a pilot project for the national Families First for Children programme, in which the College was actively engaging to align its assessment, referral and support processes with the evolving local offer.	
550	It was agreed that future versions of the safeguarding report should incorporate trends and yearly comparators, the particular issues being addressed and any gaps in processes, together with how the College performed against other local providers (if available).	
551	The Chair commented that the level of the debate on safeguarding issues at Corporation meetings had improved significantly in the current year and should increase further with the availability of data from the new monitoring system Charlotte Wood left the meeting.	
EXECUTIVE REPORT		
552	Governors received for information a presentation on current issues within the FE sector, such as the Skills & Growth Levy, the Devolution White Paper and the Industrial Strategy. A number of items had been announced by the Government but detailed supporting information had not yet been published, which meant that it was difficult to assess the impact on the College's operations at the moment. The Principal would provide a further report to the Corporation's October training event. The outcomes of a national review of 16-18 education were also due in the Autumn.	JS
553	Changes to the Apprenticeship/Growth & Skills Levy would mean that shorter courses could be offered in the areas of Engineering, Digital and AI, drawn from a prescribed list. Maths & English would no longer be mandatory for adult apprentices and end point assessments would be conducted differently, although it was unclear as to the impact on apprenticeship costs.	
554	Foundation apprenticeships had been announced in Engineering, Digital and Health & Social Care, offered over 8 months. However, employers with which the College already dealt had expressed a preference to take on apprentices at Level 2. Level 7 apprenticeship funding would be withdrawn in future.	
555	In terms of the Spending Review the College's 16-19 demographic profile and the funding that this may generate was a concern, particularly as an increasing proportion of NEETs were being supported. Staff were working with other local partners such as the Local Authority on this.	

556	Future levels of High Needs funding were also providing challenging. Governors were reminded that a total of 230 places had been funded by Walsall Council in 2024/2025, but more than 300 applications had been received for 2025/2026, which may be augmented by "directive notices". This issue occurred across the country and a review of SEND provision was being considered by the Government.	
557	The newly-formed Skills England had recently published an Industrial Strategy for the UK. This included the establishment of a number of Technical Excellence Colleges, one of which for Construction would be located in the West Midlands. However, due to the College's financial health rating of Requires Improvement, a strategic decision had been taken not to bid for this initiative. A further element within the Strategy was the new Lifelong Learning Entitlement which would enable students to undertake modular higher education programmes.	
558	The Devolution Agenda continued to develop with the latest strand being the appointment of local commissioners of education, skills and training. Programmes would have a greater focus on outcomes in terms of jobs and progression/promotion, against which the College would be assessed. The Principal reported that the West Midlands Combined Authority had expressed a desire to assume a higher level of control for 16-19 funding in place of the Department for Education, however, it was unlikely that this would be successful.	
559	A new Ofsted inspection framework would be implemented from November 2025, with an increased focus on student data and outcomes. The College's Self-Assessment Review process would be undertaken against the current framework.	
560	A group of principals within Colleges West Midlands had recently developed a College "Compact" which set out ways in which its members could collaborate across the region and was loosely based on an arrangement in the West Yorkshire Region. However, the Principal had been concerned about some of the content and the implication that the Compact would take precedence over the interests of individual institutions, which was not permitted under the Instrument & Articles of Government. It had been agreed that further work was required on the Compact and the Corporation would be kept informed of progress.	JS
561	The Executive Team was continuing to develop the KPI dashboard. It was intended that this would be updated on a monthly basis and would be accessible by governors. The measures in the dashboard would be aligned to the KPIs in the Corporate Strategy. A demonstration of its content would be provided at the October 2025 governor training event.	KL/RJ
562	Applications for 16-19 study programmes were currently 2115, which was 319 lower than at the same point in the previous year. Assessments were pending for a further 120 individuals and there were 123 offers that needed to be converted into applications.	
563	The apparent downturn in enrolments was partly due to increased local competition (from colleges such as Sandwell and schools) and perceptions amongst parents and students regarding safety and gang activity. The College was working with the local police to inform potential students of the measures in place and the actual position on safety. A substantial investment in student safety had been made for 2025/2026 in the form of new entry barriers. It was agreed that the local police Superintendent would be invited to deliver a session on safety within the Borough at a future training event.	JS/LV

564	A governor commented that there was little footfall in the town centre at the moment and this was exacerbated by the lack of reliable transport links. The Principal responded that it would be useful for the Strategic Operational Group at Walsall Council to present the plans for the redevelopment of the area surrounding the ALC (Walsall 2040) to a future meeting. It was recognised that further safety measures may cause more concern amongst parents and impact on enrolments and attendance levels. Involvement and leadership within the local community may be a more productive way of handling safety issues.	JS
565	The College also needed to increase the amount of T Level activity and to compete with the rising number of BTec qualifications offered by schools. A summer marketing campaign was underway to improve the level of school engagement. Although there was still a significant amount of work left the complete, management was confident that enrolments were progressing in line with projections.	
566	The Chair commented that the current numbers were reassuring but asked that governors be kept informed of progress on a regular basis over the summer period, including actual enrolments compared to the target, together with some contextual information and an outline of any interventions. It was vital that the College reached the 16-19 target by the October census date as the attrition rate was approximately 18% (compared to 10% nationally), with some students applying to multiple institutions. Following the restructuring of curriculum the College should be able to enable more students to progress to Level 3 qualifications.	
567	A governor queried whether any of the local schools had new buildings or had become part of a Multi-Academy Trust recently. The Deputy Principal responded that the attraction of students related more to the mix and balance of provision, with many schools moving away from A Levels to more vocational qualifications, which met the needs of learners. The College's previous enrolment figures were: 5541 in 2022/2023; 4097 in 2023/2024; and 5222 in 2024/2025.	
569	In response to questions about the birth rate in the area, governors were advised that this had plateaued in the current year, but was set to rise in 2027/2028.	
569	It was agreed that a session on marketing, schools liaison and labour market intelligence would be included in the programme for the next governor training event in October.	JS/JN/ LV
FINANCE & RESOURCES COMMITTEE		
570	The Committee Chair presented a summary of the Finance & Resources Committee meeting held on 24 th June 2025. The draft Budget for 2024/2025 and Three Year Financial Forecast had been recommended for approval, together with the Tuition Fees Policy for 2025/2026.	
571	Monitoring reports on human resources, estates, capital projects and the April 2025 Management Accounts. The annual report on Bad Debts was presented for information and the Committee received a report on sub-contracting provision and apprenticeships. The Committee had received an update on progress with the tenders for a number of key College systems – HR/Payroll, MIS, Employer Responsive and endorsed the Chair's Actions undertaken for these items, due to the tight timescales for their installation and commission.	

572	The Finance Report to April 2025 had been discussed, noting performance against the main areas of provision and a number of concerns surrounding adults, HE, apprenticeships, together with some unexpected or unknown issues (eg apprenticeship clawback, increase in employers' NI contributions).	
573	Recruitment on 16-18 programmes remained strong, however, there was downward pressure on adult funding streams due to under-recruitment and the impact of the unexpected prior year clawback on Apprenticeships (£350k). It was likely that a further provision for apprenticeships would be required by the end of the academic year (£250k). Higher education programmes had not achieved their targets for 2024/2025.	
574	Expenditure was in line with the budget but maintenance costs continued to be closely monitored. Total capital investment for the year was £1,456k compared to the forecast for the whole year of £2.76m. The College had been notified by the DfE of a further capital allocation of £2.1m, which will be focused on repairs and the replacements of some aspects of the estate.	
575	The College was required to achieve the threshold of 97% delivery of its AEB provision, otherwise there would be a further clawback (£200k or the equivalent of a 0.6% reduction in EBITDA) by the Combined Authority. Management was confident that this target would be achieved.	
576	All of the above would have an impact on EBITDA (which was expected to be 2.5% at the year-end after provision for the apprenticeship clawback) and the College's ability to implement a staff pay award in 2024/2025. After restructuring costs (estimated to be £700k) the level of EBITDA would decrease to just over 1%. An EBITDA below 1% would mean moderation of the College's financial health grading to Requires Improvement.	
577	The under-achievement by £1.4m against the income target for 2024/2025 had been offset this by a reduction in staff costs of £1.1m currently (projected to be £800k at the year end). The Principal reported that he had communicated to staff the latest position on any pay award for 2024/2025 and had not received any negative feedback. It was felt that there may be an opportunity to increase pay in 2025/2026, given careful stewardship and positive outcomes for the unquantified items set out in the report, but the Corporation was reminded that this had to be affordable.	
578	Details of performance on current Apprenticeships and Work-Based Learning, including sub-contracting provision were received and proposals for sub-contracting in 2025/2026 were presented to the Corporation under a separate agenda item.	
579	A governor asked whether there was any risk of DfE clawing back capital funding as some of this had not yet been spent. The Interim Director of Finance responded that the budget contained £1.5m allocation for capital works annually. A further one-off allocation had been awarded by the DfE which needed to be spent by March 2026, with plans already being developed for this. These capital monies had no impact on the level of EBITDA.	
580	Governors received for information a letter from the FE Commissioner, which explained the outcomes of a review of financial benchmarking for the sector. It was noted that the staff costs to income ratio remained unchanged at 65% and	

	EBITDA at 6% or more, but the number of cash days had been increased from 25 to 40.	
	THREE YEAR FINANCIAL FORECAST & BUDGET FOR 2025/2026	
581	The Interim Director of Finance presented the Three Year Financial Forecast, the first year of which formed the budget for 2025/2026 and which had been based on the current Curriculum Plan. A prudent approach had been taken that took account of the year-end projection for 2024/2025. EBITDA was predicted to improve over the next 3 years, even once restructuring costs were included, but the staff costs to income ratio would not fall below 70% partly due to NI increases.	
582	The College was forecast to make a deficit of £2.5m in 2025 (but this excluded £0.7m of restructuring costs associated with the 2030 Project), moving to a deficit of £1.3m in 2026/2027 and a break-even position in 2027/2028. A sensitivity analysis of the College's income was included in the Budget for 2025/2026 which reduced the level of EBITDA (before staff restructuring costs) from 5.38% to 4.11% (currently it was 2.55%). By 2027/2028 EBITDA would increase to 6% and the staff costs ratio would decrease from 73.45% to 70.16%.	
583	Cash generation after restructuring and capital expenditure was positive, but minimal in 2025/2026 and was planned to increase to over £1m in 2027/2028. Cash days remained well above the new FEC benchmark of 40 days (formerly this was 25 days) throughout the 3-year period.	
584	The College had not yet received confirmation of its final 16-18 funding allocation but this was predicted to be raised by approximately £1m . However, this had not been included in the proposed budget, as the intention was for this to be used to address the disparity of pay between schools and FE colleges through a pay award for 2025/2026 and dealing with a number of pay anomalies. There would be an equivalent increase in pay costs, so the impact on the budget would be negligible. A 2% pay award had been included in the Budget with effect from 1 st February 2026.	
585	Growth of the College's 16-18 numbers was likely to be minimal over the next 2 years, due to demographic trends. Therefore, cash generation would be small but positive in 2025/2026, increasing to £1m in 2027/2028. The number of cash days within the Forecast ranged from 63 to 73.	
586	Governors were reminded that the 3% tolerance threshold for the Adult Skills Fund would be removed in 2025/2026. Allocations had been included in the Budget for any apprenticeship clawback, full-cost provision and increases in utility costs.	
587	Following a question about the significant increases in non-pay costs between 2024/2025 and the 2025/2026 Budget the Interim Director of Finance reported that this was partly due to depreciation charges, higher costs for IT systems/licences and an enhanced maintenance budget due to the age of the College's buildings.	
588	The Committee was advised that if the EBITDA level fell below 1% the College's financial health would automatically be classified as Requires Improvement but that this would not be a trigger for intervention through the FE Commissioner's team. The Principal added that the DfE was starting to use the financial health	

	score to assess eligibility for other, competitive funding allocations, such as the Colleges of Technical Excellence initiative.	
589	A governor commented that a shortfall in adult enrolments in the Autumn Term 2025 meant that there was likely to be under-performance for the rest of the academic year. Management was asked about the reasons for lower recruitment levels and advised that there was a mismatch between the provision that the Combined Authority wanted to commission from the College (which was for employment skills) and the needs of the local community (which centred on ESOL courses). The adult market was further complicated by its format of shorter programmes, which required considerable effort and support.	
590	There had also been staffing and leadership changes within the Adult Directorate, which had now been resolved through the restructuring process. The new Director of Adults would need to be able to support the College's vision for the community it served. It was felt that the College needed to re-shape its provision, with changes already made to Access and Distance Learning for 2025/2026. Lower level Artificial Intelligence courses needed to be actively promoted. In the past the Level 3 budget had been over-optimistic.	
591	In response to questions about how sub-contracting provision compared to other colleges the Assistant Principal (Adults & WBL) reported that Walsall College had consolidated its sub-contracting offer at the request of the Combined Authority. The sub-contractors that were engaged had a good track record of achievement, with robust quality processes that mirrored those within the College. Regular monitoring reports on performance were submitted to both the Learning & Quality and Finance & Resources Committees.	
592	Governors sought assurance that the College was maximising the advertising of its own programmes to students on sub-contracting courses, which was confirmed by management, with one company having an 88% conversion rate.	
593	The Corporation commended the Interim Director of Finance on providing a sensitivity analysis within the report. It was agreed that this would be reviewed by the Finance Committee against performance in the early part of the Autumn Term if enrolment targets were not met and any resulting recommendations would be submitted to the Corporation.	JL/Fin Cttee
594	The Chair summarised the discussions within the meeting, which centred around governors seeking assurance that the Budget and projections for future years were realistic and affordable. In view of the uncertainty of allocations in 2025/2026 management proposed to submit a re-based budget to the Corporation for approval in the Autumn.	JL
595	Proposals for subcontracting for 2025/2026 were presented for approval, which had been agreed with the Combined Authority and were included in the Budget. The gross allocations and contract values planned for the two sub-contracts, Embark and 3EEs were for a total of £949k.	
596	Resolved - 1 That the Three Year Financial Forecast for 2025/2026 to 2027/2028 and Budget for 2025/2026 be approved 2 That a re-based budget be submitted to the Corporation for approval in the Autumn Term 3 That any decision to be made by the Corporation on the staff pay	

	award be deferred until the Autumn Term 2025	
	4 That proposals for sub-contracting provision be approved	
	TUITION FEES 2025/2026	
597	The Interim Director of Finance presented an updated Tuition Fees Policy for 2025/2026.	
598	The most significant changes were an increase in the low wage threshold for WMCA funded courses and clarification of the circumstances in which refunds would be given (where a course was cancelled by the College or if the student withdrew from their programme before the course start date). Other circumstances would be considered on a case by case basis with the decision being made by the Director of Finance with a right of appeal to the Chief Financial Officer.	
599	Governors requested that a review of the potential impact of the fees charged on any disadvantaged groups should be carried out by management.	JL
600	Fees for apprenticeship standards would also be set.	
601	Resolved – That revised Tuition Fees Policy for 2025/2026 be approved	
	LEARNING & QUALITY COMMITTEE	
602	In the absence of the Committee Chair Barbara Van Der Eecken provided a verbal summary of the Learning & Quality Committee meeting held on 1 st July 2025.	
603	Overall attendance was 81.77% against a target of 81.5% and aspirational target of 83%. There had been an improvement since the last report in February 2025, but further development was required, with an attendance working group established to review the data and possible interventions.	
604	The Committee had questioned the impact of poor attendance of some school leavers and were assured that changing the culture of attendance would be one of the main areas of focus for the new student support officers, together with closer liaison with schools to ensure that the College received information on incoming students as early as possible. Patterns of attendance throughout the year would be monitored to determine any mitigating factors, such as the tightening of marking authorised absence in registers during 2024/2025. Future reports would include evidence of increased value added.	
605	Information was received on attendance levels by directorate, which indicated that STEAM was the highest performing and that V6 had continued to have lower levels of attendance. In response to questions governors were advised that male attendance was a greater percentage than females.	
606	Questions about the challenge of the significant increase in Maths and English students led to an assurance that the College had been far more prepared for this in 2024/2025. There were still some staffing issues which should be resolved by the restructuring programme and the delivery model had been changed for 2025/2026 (Century Tech). Attendance at the recent GCSE examinations had been the highest for a number of years and there were early indications of significant numbers of students who had progressed from grade 1 to 2 and from grade 2 to 3. The November 2024 re-sits had seen an even split between new and existing students.	

607	The level of retention for apprentices was higher than at the same point in 2023/2024 (76.8% compared to 61.3%) and should achieve the target of 70% by the end of the year. 16-18 retention levels were 89.5% against 90.2% in 2023/2024 and the target of 92%. For adults the figures were 94.2% and 94.9%. The Committee noted that there was further work to be undertaken in this area. Overall retention was 91.8% compared to 92.7% for the previous year and the 2024/2025 target of 94%.	
608	Levels for young people and apprenticeships had been identified as a key area for improvement in the November 2024 Ofsted Inspection Report. 16-18 achievement (64.8%) had improved at the same point compared to previous years, however, the majority of achievements would not be confirmed until the exam results were published in August 2025.	
609	The apprenticeship achievement level was higher than in 2023/2024 (55.9% compared to the full year figure of 57.5%). A prudent approach had been taken on including achievements on the MIS. As a result of national capacity issues there could be up to a 12 week delay in end point assessments taking place.	
610	The Committee had noted that the national Qualification Achievement Rates for 2024/2025 would not be published until January 2026, so it was difficult to compare performance with other colleges.	
611	Adult achievement levels were below the identified target (77.1% compared to 89%) and that for 2023/2024 (88.4%). This predicted outturn was partly due to changes in the mix of qualifications undertaken by students, together with lower attendance by some learners. It was likely that the overall achievement level of 85.5% would not be achieved for 2024/2025.	
612	Individual curriculum areas set targets for GCSE Maths and English which aimed to achieve 22% overall, which was a 7pp increase compared to 2023/2024) for English and 15% overall (an increase of +6pp) for Maths.	
613	Overall applications had reduced slightly compared to the same point in June 2024. However, further applications had yet to be processed and there was a tendency this year for school leavers to apply later. Additional marketing strategies would be implemented over the next few weeks to try to increase the position.	
614	The Committee received a report on Teaching, Learning and Assessment. Predicted achievements was set to increase by 2.4% for vocational programmes (from 83.8% in 2023/2024 to 86.2%). Developmental Observations, had had a positive impact on the individual performance of lecturers. A total of 45% of staff had received a DO and the College would be moving to a two-year model from 2025/2026.	
615	The 'Walk-through' process formed part of the overall observation strategy. Information on teaching strengths and areas for improvement/further development was provided. The Observation of Teaching Policy had been updated for 2025/2026 and included the new cycle of quality activities.	
616	The Committee was advised of a 'reportable event', as defined by the Office for Students (OfS), as an incident or matter that negatively affects a provider's eligibility for registration had now been completed. This related to the agreed	

	closure of a number of HNCs and HNDs for 2025/2026, with OfS confirming that no further action was required.	
617	The draft Equality, Diversity, Inclusion & Belonging Annual Report for 2023/2024 was presented for information with comments invited from governors. A final version had been submitted to the Corporation for noting.	
618	A revised HE Strategy had been presented but the Committee had felt that this required further work prior to its recommendation for approval by the Corporation. Proposals for a partnership arrangement with the University of Worcester (which had been considered at a previous board meeting) were recommended for approval. The Assistant Principal Quality advised that this was an important step for the College, which provided flexibility to engage with other partner HEIs in the future.	
619	Governors were assured that a comprehensive marketing strategy for the partnership would be devised and that progression routes from College and external programmes were being mapped against this provision. A governor commented that some local universities were keen to be involved in student interviews below Level 3 to provide a 'line of sight' for HE programmes.	
620	The Deputy Principal gave a presentation on the impact of the new curriculum delivery model and a number of national curriculum developments.	
621	Resolved - 1 That the partnership arrangement with the University of Worcester be approved 2 That a revised Higher Education Strategy be submitted for approval to the October 2025 Corporation meeting	
APPOINTMENT OF CHAIR & VICE-CHAIRS		
622	The Head of Governance reported that the processes for the nomination and election of the Chair and two Vice-Chairs had now been concluded.	
623	Resolved - 1 That David Wheeler be appointed as Chair of the Corporation for a 2 year term of office commencing on 1st August 2025 2 That Charlotte Bosworth and Graham Ward be appointed as Vice-Chairs of the Corporation for a 2 year term of office commencing on 1st August 2025	
DATE OF NEXT MEETING		
	23 rd October 2025, 4.30 p.m.	
	The Chair thanked all governors and members of the Executive Team for their contributions and support during 2024/2025.	