

Corporation

Wednesday 15th October 2025, 6:00-8:25pm
Block 10 seminar room (10.107)



Meeting papers link: [15 October 2025](#)

Corporation members in attendance:

Jacquie Carman, CEO & Principal (Items 1-8.1)
Shabir Chagan
Jo Chilton, Chair of the Corporation
Izzy Evans, Student governor (Items 1-7)
Stuart Fisher
Andrew Hanson
Ian Hughes, Vice Chair of the Corporation
Alison Jarrett
Grant Johnson
Raj Joshi, Vice Chair of the Corporation
Rayssa Marmeleiro, Student governor (Items 1-7)
Gail Rothnie
Mark Sterling
Anthony Wood, Staff governor (Items 1-7)

Officers in attendance:

Steph Morley, Director of Governance
Jen Morrison, Head of Safeguarding (training item)
Lynn Pass, Co-opted SCQC member (Items 1-7)
Jon Priest, Chief Information Officer (Items 1-7)
Andrew Woodford, Vice Principal/CFO (Items 1-7)
Jo Williams, Deputy Principal/CEO (Items 1-7)

DRAFT MINUTES

Item	Discussion	Action
-	<p>MANDATORY TRAINING – KCSiE 2025 and annual safeguarding update The governors listed above received training on the Keeping Children Safe in Education (KCSiE) 2025 update and the college’s annual safeguarding update.</p> <p>Governors were advised the presentation slides from the training had been uploaded to the meeting folder on GovernorHub. Corporation members were asked to read and provide confirmation of understanding the full KCSiE 2025 document by the deadline provided.</p>	SM Govs
1	<p>Welcome and introductions The Chair formally opened the meeting and welcomed all in attendance, in particular:</p> <ul style="list-style-type: none">- I. Evans and R. Marmeleiro, the newly appointed student governors- A. Wood, to his first official meeting as staff governor- L. Pass, the SCQC’s new co-opted member	
2	<p>Procedural matters</p>	
2.1	<p><u>Apologies</u> Apologies were received and accepted from S. Dawson and A. Sutton.</p>	
2.2	<p><u>Declarations of interest</u> There were no declarations of interest for this meeting.</p> <p>There were no reported changes to governors’ individual declarations of interest.</p>	

2.3 Confidential item(s)

The Corporation agreed the following items would be held in Confidential session:

- 4.2 (Estates update)
- 8 (Confidential items)

2.4 Minutes of last meeting and actions/matters arising

The Corporation **approved** the minutes of the meeting held on 03 July 2025 as a true record.

S. Morley referred to the action tracking report and highlighted the following:

- Advice from the AoC had confirmed the DfE's requested change to colleges' Instrument & Articles of Government was compliant with charity law
- The Estates Strategy was being updated to reflect LUF developments

All other actions were reported as completed/closed.

2.5 Approvals since last meeting

It was confirmed Written Resolution 22 (Director of Governance probationary review) had been passed by the Corporation on 29/09/25.

2.6 Acknowledgements

The Chair congratulated J. Carman and the college for the recent shortlisting for awards – 'Alumni of the Year' through the University of Wolverhampton and 'Employer of the Year' through the Black Country Chamber of Commerce.

The Chair presented the Principal with certificates for nominations she had received last year for the staff awards and congratulated her on being nominated.

3 **College performance 2024/25**

3.1 Annual plan

J. Carman presented the year-end position for delivery of the 2024/25 annual plan. She informed governors the vast majority of the actions had been achieved and narrative had been provided for those outstanding, which would be rolled over to this year's plan. She advised data showed a positive direction for most measures and where targets had not been met, they were the college's own aspirational targets.

The Corporation **noted** the year-end position for the delivery of the 2024/25 annual plan.

3.2 Student outcomes

J. Priest presented the headlines report, which provided trend data for provision type, level, gender, ethnicity, disability, free FE meals, looked-after children and learners with EHCPs. It was noted the 2024/25 outcomes and the plans in place to address the areas for development had been reviewed and discussed in depth by the Students, Curriculum & Quality Committee at its recent meeting. The following was highlighted/discussed:

- The college's overall achievement rate had increased by more than 5% over the last three years

- Apprenticeships had shown the most significant improvement, with achievement rates rising from 15.6% over the last three years
- Outcomes for adult learners had improved and moved closer to the NART; however, achievement rates remained lower than those for study programmes
- Level 3 and 4+ learners consistently outperformed those at Level 1
- Learners with EHCPs performed well compared to those without EHCPs; however, there was a noticeable achievement gap for looked-after children
- Females continued to achieve at higher rates than males
- Achievement rates for most ethnic groups were converging but some groups showed more variability
- Despite being within the highest in the country, achievement rate for GCSE English was notably lower than other measures. This was even more pronounced for Maths

The Corporation asked if the reasons for why Maths achievement was significantly lower than that for English were known. J. Carman spoke about psychological barriers associated with Maths, the language used and attendance being the main reasons, and informed governors about the pilot beginning this year to contextualise Maths within the course subject. J. Williams added the immersive room was now in place that enabled staff to use different and more engaging ways of teaching.

The Corporation asked if Maths achievement had improved since the previous year – J. Carman advised it had remained approximately the same and confirmed Resit GCSE Maths was subject to a rapid improvement plan.

The Corporation acknowledged the introduction of VESPA for A Levels and asked if there was something similar for GCSEs to help students to achieve. J. Williams confirmed there was something similar for GCSEs, which would be explored if the feedback received from learners and staff following the introduction of VESPA this year was positive.

The Corporation **noted** the report, in particular where performance had been strong and where the need for improvement had been identified.

3.3 Finance

A. Woodford presented the draft year-end financial position for 2024/25, which was subject to confirmation following the annual audit process. He reported a good year-end position for the college, with all loan covenants and financial benchmarks being met and the 'Good' financial rating retained. He also reported a positive position for Halesowen College Enterprises, which was also subject to the annual audit process.

The Corporation **noted** the draft position and welcomed the presentation of the college and HCE accounts at the next meeting.

4 **Strategic update**

4.1 Principal's report

J. Carman presented her report and the following updates were highlighted/ discussed:

- The year had started well - student numbers had grown further, attrition was much lower in comparison to recent years and attendance had improved
- A large proportion of learners had started this year without a grade 4+ in English and/or Maths, and the number of students with EHCPs had significantly increased
- Shenstone House was now open and operational, with staff and students enjoying the new facilities. Further works were scheduled for over half-term
- Meetings had taken place with DfE and FEC representatives to discuss the impact of the lagged funding model in growth situations and the proposed changes to the curriculum and qualifications, particularly in relation to health, and also with the WM Mayor in relation to the 'youth guarantee'
- The Black Country Colleges Consortium had resumed its meetings and was focused on joint working and CPD opportunities
- An Ofsted-trained consultant was working with the college to support the delivery of the quality improvement plan and the focus on 'going back to the basics' for teaching. Monthly performance review meetings were in place to monitor progress in the identified areas for development

The Corporation acknowledged the amount and pace of change at sector level at this time and asked if this had all been appropriately captured within the risk register. A. Woodford advised the risks were addressed, but would review the register to ensure this, and J. Carman informed governors the publication of the Post-16 White Paper would help to clarify priorities and address sector uncertainty.

The Corporation noted the publication of the new Ofsted inspection framework and welcomed the increased focus on inclusion. It was acknowledged more would be known following the inspections being undertaken during the Autumn term.

The Corporation asked if the college had provided an exceptions case for the Learner Loans facility. A. Woodford confirmed an exceptions case and a request for an increased allocation had been submitted.

The Corporation thanked J. Carman for her updates and **noted** the report.

4.2 Estates update, including LUF (CONFIDENTIAL)

A separate minute of this item was taken.

4.3 Annual Plan 2025/26

J. Carman presented the finalised Annual Plan 2025/26, which had been updated following the discussions held with the Chair and Committee Chairs over the summer. She confirmed for every action within the plan there were enabling measurable metrics that were aligned to the risk register, as well as college targets based on the drivers of quality of education and financial resilience. She referred governors to the status and RAG guide, which explained how progress was assessed and reported to the Corporation.

The Corporation **approved** the Annual Plan 2025/26 and welcomed the proposed progress reporting framework.

5 Committee reports/updates

The Chairs from their respective committees provided the following updates from their most recent meetings, the paperwork for which had been made available to all Corporation members via GovernorHub.

5.1 Personnel (17/09/25)

M. Sterling reported the Personnel Committee had met on 17 September 2025 to discuss the probationary review of the Director of Governance, which had resulted in Written Resolution 22 being circulated to Corporation.

5.2 Finance & Resources (18/09/25)

A. Hanson provided a verbal report from the Committee's meeting on 19 September 2025 and advised the Committee had:

- Discussed the draft year-end financial position for both the college and HCE
- Recommended the staff pay recommendations for presentation to the Corporation
- Received an enrolment update for the new academic year
- Reviewed the risks allocated to the Committee
- Discussed the estates report, including a detailed update for the LUF project
- Received a briefing on the updates to the FE Financial Handbook and Managing Public Money
- Approved the Procurement Policy and recommended the Financial Regulations for approval by the Corporation

The Corporation **approved** the updated Financial Regulations.

5.3 Audit (25/09/25)

I. Hughes provided a verbal report from the Committee's meeting on 25 September 2025, explaining this had been an additional meeting primarily focused on risk. He advised the Committee had:

- Reviewed and approved the updated internal audit plan for 2025/26
- Discussed in detail the risk dashboard and improvements to the 'home page', the inclusion of a specific cyber security risk, the high-level risks for 2025/26 and the action plan in place to mitigate those risks
- Received updates on external audit, audit action tracking, data protection, fraud and policy compliance

The Corporation **noted** the college risk register 2025/26 and the agreed improvements to be made to the risk dashboard.

The Corporation **endorsed** the updated Internal Audit Plan 2025/26.

5.4 Students, Curriculum & Quality (01/10/25)

G. Rothnie provided a verbal report from the Committee's meeting on 01 October 2025, explaining this had been an additional meeting focused on the outcomes for the previous year. She advised the Committee had:

- Reviewed in detail the 2024/25 year-end position for student outcomes/ achievement, attendance, progression/destinations and safeguarding, as well as progress against the Quality Improvement Plan for 2024/25

- Discussed the areas for development, in particular value added, grade prediction and subject-specific concerns, and the actions being taken to improve
- Received an update on enrolment and new Learner Voice arrangements for 2025/26
- Reviewed the risks allocated to the Committee
- Discussed in detail and provided feedback on the draft Careers Education, Advice & Guidance Strategy
- Approved the Student Conduct & Disciplinary Policy and recommended both the Prevent Strategy and Safeguarding Policy for approval by the Corporation

The Corporation **approved** the:

- Prevent Strategy 2025-27
- Safeguarding Policy & Procedure 2025/26

6 Governance and regulatory compliance

6.1 Governance self-assessment 2024/25

S. Morley presented the summary report of the individual self-assessment activity undertaken throughout 2024/25, explaining the findings had not raised any concerns and that governance continued to be effective at Halesowen College. She confirmed areas for improvement identified through the self-assessment activity had informed the drafting of the Governance Development Plan for 2025/26 (Item 6.3).

The Corporation **noted** the outcomes from the individual self-assessment activities and the endorsed the conclusions and priorities within the Self-Assessment 2024/25 Summary Report.

6.2 Review of the Corporation's governance framework documents

S. Morley advised an annual review of the Corporation's governance framework documents had been undertaken and that the following was highlighted/discussed:

- There were no proposed changes to the Instrument & Articles of Government
- Governance had been added as a new risk type and eleven new governance risks added to the risk register
- Proposed updates had been made to the Corporation/Committee terms of reference and Cycle of Business/Scheme of Delegation to better reflect the role of the Personnel Committee. Minor amendments were proposed for the policy statements for 'Governance and Management' and the 'Independence of the Governance Professional'

The Corporation:

- **Agreed** to abide by the Code of Conduct for Corporation members
- **Noted** the Register of Interests (as at 01 October 2025)
- **Endorsed** the governance risks
- **Approved** the following updated documents:
 - Corporation and committee terms of reference
 - Corporation Cycle of Business and Scheme of Delegation
 - Governance and Management Policy Statement
 - Policy statement on the independence of the Governance Professional

6.3 Governance development plan 2025/26

S. Morley presented the plan for 2025/26, which was structured to reflect the principles of the AoC’s Code of Good Governance and had been informed by the outcomes from the self-assessment activity. She advised the actions within the plan would further strengthen governance practice and, along with the cycle of business, provided the Director of Governance’s work plan for the year. The plan would be regularly updated and the link to the plan would be shared governors for viewing live progress at any time.

SM

The Corporation **endorsed** the Governance Development Plan 2025/26

6.4 Committee membership and link governors 2025/26

The Corporation **approved** committee membership as follows for 2025/26, with additional members to be recruited following governor recruitment (shown by *):

Audit	Finance & Resources*	Personnel*
S. Chagan A. Jarrett (Vice Chair) G. Johnson I. Hughes (Chair)	J. Carman J. Chilton S. Fisher (Vice Chair) A. Hanson (Chair)	J. Chilton S. Dawson R. Joshi (Vice Chair) M. Sterling (Chair)
Remuneration*	Students, Curriculum & Quality*	
J. Chilton S. Fisher A. Hanson A. Jarrett	S. Dawson I. Evans G. Johnson (temporary member) R. Marmeleiro G. Rothnie A. Sutton A. Wood	

The Corporation **approved** the following link governor allocations for 2025/26:

- Apprenticeships – A. Sutton
- Careers – G. Rothnie
- Digital – G. Johnson
- Employer engagement – S. Chagan
- Equality, diversity & inclusion – A. Jarrett
- Health & safety – A. Hanson
- Safeguarding – J. Chilton (supported by L. Pass)
- SEND – S. Dawson

It was agreed S. Morley would circulate contact details for making the initial contact with the appropriate SLT member and for governors to do this before the next meeting. She advised the link governor role description would be updated/shared.

**SM &
Govs**

6.5 Governor appointment update

Student governors: S. Morley reported the appointment process had been successful, with an increased number of candidates and good student engagement through the election process.

Independent governors: S. Morley advised the college had been awarded support for governor recruitment through the DfE to find candidates for three new governors with finance/audit, HR and FE senior management experience. An interim update would be provided to the Personnel Committee on 12/11/25 and it was hoped interviews with candidates would take place in time for making appointment recommendations to the Corporation at its December meeting.

The Corporation **noted** the update.

7 Any other business

- 7.1 Corporation communications: It was agreed a notifications only WhatsApp group would be set up for Corporation members. **SM**
- 7.2 Open day: The Corporation congratulated the Principal and staff team on the successful open day held on 11/10/25.
- 7.3 Next meeting: Wednesday 17th December 2025, with an earlier start of 4:00pm and buffet meal following the meeting.

There was no further business for discussion during the open session, and the student governors, staff governor and non-governor attendees left the meeting at this point.

8 CONFIDENTIAL items

A separate minute was taken for the following confidential items:

1. Staff pay recommendations
2. Confidential minutes for approval (03/07/25)
3. Correspondence with UCU

There was no further business for discussion and the meeting closed at 8:25pm.

2025/26 meeting dates:

Corporation	Audit Committee	Finance & Resources Committee
15/10/25	25/09/25	18/09/25
17/12/25 – earlier start	04/12/25	27/11/25 (& RemComm)
23/01/26 (DD)	05/06/26	12/03/26
17/03/26	21/05/26	25/06/26
17/06/26 (SS)	Personnel Committee	Students, Curriculum & Quality
08/07/26	17/09/25	01/10/25
	12/11/25	19/11/25
DD – Development day	04/03/26	11/02/26
SS – Strategy session	13/05/26	24/06/26

Actions from meeting			
Ref	Action	Owner	Date
1	Upload and provide deadline for governors to read KCSiE 2025	SM	ASAP
2	Read and confirm understanding of KCSiE 2025	Govs	31/10/25
3	Share link to governance development plan	SM	31/10/25
4	Provide name of SLT contact for each link governor area	SM	31/10/25
5	Hold intro meeting/call with SLT contact	Govs	17/12/25
6	Produce/update guidance on link governor role	SM	17/12/25
7	Set up WhatsApp group for notifications only	SM	31/10/25
8	Implement the approved staff pay recommendations	JCa	17/10/25
9	Implement the agreed decisions from Item 8.3	JCh	Dec 2025