



# BOARD OF GOVERNORS

## Minutes of the Board of Governors meeting held on Monday, 16 June 2025 at 5.00p.m at the Community Hub, Llysfas

|                               |                              |                               |
|-------------------------------|------------------------------|-------------------------------|
| Professor Tim Wheeler - Chair | Jill Jones - Vice Chair*     | Sara Beatty                   |
| Claire Brook                  | Martina Davies               | Prof Christian Dunn (1165.1→) |
| Lee Gould                     | Jayne Headon                 | Mark Hughes                   |
| Finn Jones (1165.1→)          | Gareth Jones                 | Geoff Lang                    |
| Dr Rajan Madhok               | Alexander Pengelly (1165.1→) | Professor Anna Sutton         |
| Yana Williams                 | Annesley Wright              |                               |

### In Attendance:

Sian Clark - Governance Officer and Clerk to the Board

Steve Jackson - Chief Operating Officer, Deputy Chief Executive

Sue Price - Deputy Chief Executive Principal

Caroline Street - Deputy Chief Executive People Experiences and Culture

Nick Tyson\* - Vice Principal Institute of Technology

*[\* attended remotely]*

### 1164 Welcome, Apologies, Declaration of Interest, and Register of Interest

1164.1: The Chair warmly welcomed all to the meeting at Llysfas. Hendre had been in use as a learning environment since December 2024 and would host the Llysfas Awards event the following day. To support the management of the meeting, the agenda would be slightly amended.

1164.2: Apologies were received from Roger Dutton, Martin Evans, Paul Ffoulkes and Jayne Moore.

1164.3: Register of Interests: The register had been circulated with the agenda and members were reminded of their responsibility to ensure that their individual record was kept up-to-date.

1164.4: Declarations of Interest: none declared.

### 1165 Governance Related Matters

Consideration was given to the report which provided a broad overview of governance related matters including details of the Board's skills analysis, monthly meetings between the CEO and the Chair, and outlined some governance activities that would take place over the summer. Additionally, the addendum report outlined the Search and Governance Committee

recommendations for two appointments for the Student Governor roles for 2025/26 academic year and an appointment of an External Governor to the current Board vacancy.

**Resolved:**

On the recommendation of the Search and Governance Committee to appoint:

- (a) the following learners as Student Governors for the 25/26 academic year
  - (i) Erin Jensen (D6th) be appointed for a year's term of office
  - (ii) Southam Gaskin (Deeside) be appointed for a year's term of office.
- (b) Prof Christian Dunn, of Bangor University, be appointed for an initial four year term of office as an external Governor.

*At this point, Finn Jones, Alexander Pengelly and Prof Christian Dunn were invited to join the meeting.*

**1165.1 Student Governor - Presentation**

Both Finn and Alexander delivered a presentation capturing some of their observations and experiences of their student governor role. They shared their highlights, which included networking opportunities and raising the visibility of the Student Governor role; aspects of their own personal growth; and observations to support the development of the Student Governor role in the future.

On behalf of the Board, the Chair thanked both Finn and Alexander for discharging their role as Governors in such an exemplary manner, for their insightful contributions and significant commitment. The Board wished Finn and Alexander every success in their continued studies.

**1166 Draft Minutes of the Board of Governors meeting held on 9 April 2025**

Members were invited to comment on the accuracy of the Board of Governors meeting held on 9 April 2025.

**Resolved:** to approve the Minutes of the Board Meeting of 9 April 2025 as a correct record, and that they be signed by the Chair.

**1167 Matters Arising**

Members noted the activities undertaken in respect to the matters listed in the report. Several items had been completed with others either in progress or listed as separate items on the agenda.

**Resolved to** note and receive the report together with the progress updates.

**1168 Institute of Technology (IoT) - Construction**

The update report outlined progress made since the previous Board meeting in April 2025 and actions that had been taken to address issues and challenges. Nick Tyson, Vice Principal - Institute of Technology joined remotely due to commitments related to the Airbus Investment Zone. The report focussed on the Construction curriculum area with actions, tasks and progress detailed in the report. In discussion Members sought views on:

- whether the projected completion, attainment and success rates were in line with expectations?
- how far along the improvement journey the curriculum area was and when it was anticipated that the expected improvement would be achieved?
- which indicators were of greatest concern to the Directorate?.

- In response, Nick Tyson, VP IoT stated that the projections were mostly positive, and where areas of concern had been identified support had been provided. There had been some changes in assessment processes, including external exams, the formal outcome of which would be known in due course. In respect to the improvement journey, the Directorate had sought to address issues and challenges and had implemented positive actions which would continue into the 25/26 academic year.
- Enquiring as to what were the factors affecting recruitment and whether the situation would impact learners from September 2025, Nick Tyson informed the Board that there was a high demand in the field of engineering across Wales. Consequently the private sector offered higher salaries than were available in the FE sector; the situation was the topic of discussion with the Heads of Engineering in the FE sector across Wales. Assurance was provided that plans were in place to support the learner cohort from September 2025.
- Requesting information on what was on offer to those learners who may have previously sought apprenticeship opportunities, given that such opportunities had recently decreased, Members were advised that there was growth in progression qualifications, and whilst possibly not ideal, an offer was available. The introduction of a L2 in Occupational Trade Qualifications was considered to be a step in the right direction.

**Resolved:**

- (a) To note the contents of the report and responses to questions posed
- (b) That a report capturing the completion, attainment and success rates of the curriculum area be considered by the Board at its meeting in October 2025.

**1169 Previous minutes of Committee meetings**

The Chairs of the respective Committee meetings presented the key issues discussed at the meetings. Several recommendations from the Committees to the Board were covered separately on the agenda.

During consideration of the items Members:

- Sought assurance, which was provided, that all managers had received the required sexual harassment training and were advised that focused activity relating to the risk register had been undertaken.
- Were advised that the strategic risk register would be reviewed in light of the proposed new strategic plan and a workshop would be arranged, with an invitation extended to all Board members, during the first term of the 2025/26 academic year.
- Were informed that the Remuneration Committee had considered the disparity between the 3% budgeted pay award and the now anticipated (but yet to be confirmed) 4% pay award. The Committee recommended that unless the anticipated additional 1% was fully funded by Medr, the matter be referred back to the Board for consideration and decision.
- In response to the Weston College report, work would progress over the summer to assess the applicability of the report's recommendations to Coleg Cambria. This would form part of the governance internal audit review during the 2025/26 academic year. Confirmation was also given that the Remuneration Committee had overseen the SPHs connected conversations.

**Resolved:**

- (a) To endorse the minutes of the Curriculum and Standards Committee of 31 March 2025 as an accurate record (as approved by the Committee on 2 June 2025 and signed by the Chair of the Committee), and note the key issues from the meeting held on 2 June 2025 as presented by the Chair of the Committee (*the minutes of which would be presented to the next Board meeting*);
- (b) to endorse the minutes of the Finance, People and Culture Committee held on 20 March 2025 as an accurate record (as approved by the Committee on 22 May 2025 and signed by the Chair of the Committee) and to approve the minutes from the Committee meeting held on 22 May 2025 as presented by the Chair of the Committee;
- (c) to endorse the minutes of the Audit and Risk Committee held on 12 March 2025 as an accurate report (as approved by the Committee on 4 June 2025 and signed by the Chair of the Committee) and note the key issues from the meeting held on 4 June 2025 as presented by the Chair of the Committee (*the minutes of which would be presented to the next Board meeting*);
- (d) To note the verbal summary of the Search and Governance Committee meeting held on 7 May and 12 June 2025 as reported by the Chair of the Committee, the recommendations from which had been considered, as appropriate earlier on the agenda (*the minutes of which would be presented to the next Board meeting*);
- (e) To note the verbal summary of the Remuneration Committee held on 12 June 2025 as reported by the Chair of the Committee (*the minutes of which would be presented to the next Board meeting*).

**1170 Chief Executive's Report to the Board - Term 3 (2024/25 Academic Year)**

The Chief Executive provided an update to the Board on the key issues and opportunities for Coleg Cambria since the previous meeting. Particular reference was made to the following points:

- Topics of recent discussion with the Minister for Further and Higher Education included a recognition that Coleg Cambria was the worst affected and disproportionately affected in Wales with regard to the level of funding for increased student numbers; a need to ensure an effective transition infrastructure to ensure colleges receive all information about new students; *remainder of sentence redacted.*
- The First Minister's visit to the Yale campus the following week would include a walk through Nant and an overview for CAMU as a Welsh Centre of Excellence.
- The consultation for Medr's Regulatory Framework and the Quality Framework was open. A meeting for all Principals and college leaders had been held, with a summary of its key points included in the report. The general principles of tightening up of regulation and monitoring were mostly accepted, but that more operational detail and definitions were needed. It was also clear that recognition was needed that organisations were different. James Owen, the Chief Operating Officer at Medr, had been appointed as its new CEO.
- The Welsh Government had agreed to a pay rise of 4% for 2025/26 for teachers; confirmation of its application to colleges was awaited together with associated funding.
- Medr's funding allocation letter reinforced its 5% growth guarantee which would support the first 5% of any evidenced full-time growth in 2025/26. As not all colleges would likely be able to deliver a 5% growth, further funding may be available to those that exceed 5%.
- The current plans for the Education Workforce Council (EWC) meant that 310 academic staff in the college would not meet the EWC requirement to teach as they did not have a

teaching qualification from an officially listed provider. Changes in legislation complicated matters and an updated qualifications list was anticipated. Some teaching staff may have to undertake a new teaching qualification to comply with the EWC requirements.

- The North Wales Tertiary Alliance (NWTa), (consisting of Bangor University, Wrexham University, Grwp Llandrillo Menai, and Coleg Cambria) was being established to '*shape and lead a coherent, inclusive, and learner-focused tertiary education and research system in North Wales*'. The terms of reference were currently being drafted and it was proposed that they be circulated to the Board, electronically outside the meeting, for approval in due course. It was planned that the NWTa would be launched at the National Eisteddfod in Wales in August.

In discussion Members:

- In response to a question, were advised that colleagues had not been informed of the future EWC requirements as the updated official provider list had not been published. The college did not wish to raise concerns with colleagues unnecessarily. Coleg Cambria had shared a list with the relevant organisations of all establishments from which colleagues gained their teaching qualification.
- Welcomed Medr's 5% growth guarantee and were advised that the 5% growth would be based on the monthly funding data returns and a specific freeze point.
- Appreciated the discussion by the Executive Team and others to help inform feedback to the Regulatory Framework and the Quality Framework. Detailed strategic conversations were regularly undertaken between the CEO and Chair of the Board around Medr.

**Resolved:**

- (a) to note the report provided
- (b) following the drafting of the NWTa Terms of Reference, they be circulated electronically to the Board, outside of the meeting, for approval.

#### **1171 Medr - Consultation**

Further to the publication of the Regulatory Framework and the Quality Framework for consultation, the Chief Executive stated that, whilst further detail was awaited, the general principles within frameworks were sound. An initial mapping assessment had been undertaken to assess current college processes and compliance, with further refinements to be made as more details were received. Colegau Cymru (Colleges Wales), through the Principals and College Leaders, were responding to the consultation as a collective of the Welsh FE sector. It was likely that the Governors' Strategic Event, planned for February 2026, would focus on Medr's requirements, including governance arrangements. Should the timescales from Medr not align to February 2026, the Strategic Event date might be reconsidered.

**Resolved:** to note the verbal update provided.

#### **1172 Social Partnership - Review Outcomes**

Members considered a report, presented by Jayne Headon - Associate Governor, on the outcomes of the three-year review of Social Partnership. Confirmation was provided that Coleg Cambria had embedded the initiative well and was well placed to meet Medr's regulatory expectations. Key points highlighted to the Board included:

- Coleg Cambria's Social Partnership structures were integrated into quality and governance frameworks, providing a robust mechanism evidencing inclusive consultation and shared decision-making reflecting a commitment to staff voice and co-creation of policy.
- Social Partnership was an active mechanism for continuous improvement and engagement, cultivating a culture of trust and transparency.
- Examples of proactive engagement and accelerated responsiveness were provided.
- The importance of celebrating the successes of Social Partnership, of embedding Social Partnership into Medr facing policies, and of refining some processes.
- A number of actions and commitments were captured in the report, many of which were being implemented; these included: improved visibility of protocols; enhanced communications strategies; more frequent feedback mechanisms; renewed focus on TU engagement and wider inclusion; and increased support for Common Interest Groups and stakeholder-specific training (e.g. on CPD days).
- The review outcomes included: a recommendation to formalise the Lead Social Partnership role; consideration of integrating Social Partnership into self-assessment reviews; and building Social Partnership capacity to respond to evolving frameworks, and improving middle manager understanding of Social Partnership relevance and function.
- Coleg Cambria's Social Partnership representatives would be delivering a session at a Medr event on 26 June.

The Chief Executive commented that Medr's requirements included the establishment of Social Partnership within the Welsh tertiary sector. The three-year period of development of Social Partnership within Coleg Cambria provided tangible evidence of the college's commitment to the initiative and demonstrated positive outcomes, which was a testament to the work of all involved.

#### **Resolved:**

- (a) To note the content of the report
- (b) To acknowledge the highlights of the 3 year review undertaken, the ongoing actions and commitments being implemented and commend the work of all involved.

#### **1173 Strategic Plan 2025 - 2030**

The Board considered the proposed Strategic Plan 2025-30 which had been informed by the Governors Strategic Planning day, discussions at Executive Team meetings and Social Partnership, and through consultation with all staff (of which there were 131 respondents).

The Chief Executive highlighted that:

- There was strong support to maintain the current vision and mission (*as below*)
  - **Mission:** *Creating brighter futures through excellence in education by fostering skills and technical knowledge in a supportive and innovative environment*
  - **Vision:** *Exceeding expectations through education, innovation and inspiration.*
- There was strong consensus to the proposed five core shared values (which had been refined from the current co-created values) (*as below*).
  - **Inclusivity** - *we encompass respect, kindness, teamwork, and community building in all we do.*
  - **Integrity** - *we do the right thing and communicate transparently, openly and honestly to build trust and positive relationships.*

- **Innovation** - we champion engagement and individual growth.
  - **Inspiration** - we are a supportive, collaborative and passionate team that strives for excellence and encourages success.
  - **Improvement** - we value collaboration and sustainability, encouraging development and inspiring others to improve and reach their full potential.
- The Strategic Direction and aims were proposed as:
    - People Centred and Learner Focused
    - Employer Engagement
    - Continuous Improvement
    - Cymraeg 2050
    - Sustainability Culture
    - Embracing Emerging Technologies

Members welcomed the helpful and positive responses received during the consultation. Confirmation was provided that a supporting narrative would be included in the final publication.

**Resolved:** to approve the Vision, Mission, Values and Strategic Aims for the 2025-30 Strategic Plan (*as outlined above*) and note the development of an action plan and updating of relevant social media, policies and procedures.

## **1174 Internal and External Audit Plans**

### **1174.1 External Audit Plan 2024/25 (Cooper Parry)**

The External Audit Plan 2024/25 presented by Cooper Parry, had been considered by the Audit and Risk Committee on 4 June 2025. Following review and discussion, the Committee agreed to endorse the External Audit Plan 2024/25 for approval by the Board. Assurance was received by the Board that a detailed discussion had been undertaken on the External Audit plan at the Audit and Risk Committee.

**Resolved:** that the Board endorse the External Audit Plan (Cooper Parry) to deliver the Financial Statements for the academic year 2024/25, and that the Auditors be informed of the Board's decision.

### **1174.2 Internal Audit Plan 2025/26 (Wbg LLP)**

Members of the Audit and Risk Committee had considered the Internal Audit Plan for 2025/26, as presented by Wbg, at its meeting on 4 June 2025. Following review and discussion of the proposed internal audit plan by the Audit and Risk Committee, some refinements and clarifications had been made to the Internal Audit Plan 2025/26 which had been agreed by the Committee for approval by the Board.

**Resolved:** that the Board endorse the Internal Audit Plan 2025/26 (Wbg) as agreed by the Audit and Risk Committee members and that the Internal Auditors be informed of the Board's decision.

### **1174.3 Tender Contract Arrangements**

The Board approved in April 2025 to the staggering of either the internal or external audit appointment by extending a current contract by a further year to provide some continuity of

provision during a transition period. At its meeting on 4 June 2025, the Audit and Risk Committee agreed to recommend to the Board extending the Internal Audit arrangements with Wbg for a further 12 months (to cover 26/27 internal audit arrangements).

**Resolved:** to approve extending the existing Internal Audit arrangements with Wbg by 12 months (to 26/27) and note the tender process for the External Audit function.

#### **1175 Financial Position Update Report 2024/25**

Members considered a report by Steve Jackson, Deputy Chief Executive Chief Operating Officer detailing an update on the Financial Position as at Period 9 (April 2025). Key points highlighted included:

- The operating result for the year to date was an EBITDA of £3,978,000, which equated to 5.79% of total income), a positive variance against the profiled budgeted position. Total income for the year to date was positive by £182,000. Overall for the year to date there was a £2.285m surplus, a positive variance of £605,000 against the budgeted position. The cash position was strong and robust treasury management arrangements were in place (including capital investment arrangements). A narrative on key variances and assumptions was outlined in the report.
- Members were advised that the Finance, People and Culture Committee had considered a financial position update report as at March 2025 (period 8) at its meeting on 22 May 2025.

**Resolved:** to note the financial position update for 2024/25 as at Period 9.

#### **1176 Financial Forecast (Budget) 2025/26 and the Financial Strategy**

The Financial Forecast (Budget) 2025/26 and the Financial Strategy had been considered in detail by the Finance, People and Culture Committee on 22 May 2025. The report considered by the Board outlined the financial forecast, including pay, non-pay and income analysis for 2025/26, and the capital expenditure budget which set out potential projects and funding. The financial strategy, whose primary purpose was to ensure that the College maintained financial viability in the long term, fulfilled its mission and met the objectives as set out in the Strategic Plan, was also included in the report. The College's approach to setting and collecting tuition fees and associated charges was also considered. In addition, a loan proposal and tender evaluation for a £7m loan facility to support capital investment was considered by Members.

Members attention was drawn to the following:

- The Financial Forecast for 2025/26 identified an operating deficit of £2.294m and an EBITDA surplus budgeted at £928,000 (1.00%) of total income;
- The report captured key assumptions made in preparing the forecast which had informed the approach taken to estimate the income budget for the year
- Key financial and solvency ratios were positive
- the College's approach to setting and collecting tuition fees and associated charges were outlined in section 4 of the report;
- the detailed Financial Forecast template provided detailed information on income, pay and non-pay expenditure. The budget presented assumed a 3% pay award; with each additional 1% equating to an additional £680,000. To maintain parity, a pay award of 4% was now expected, but its applicability to colleges and funding arrangements were currently awaited.



- there was a potential to receive more of the 5% growth guarantee from Medr.
- the reviewed and updated Financial Strategy for 2025/26 included updated KPIs.

The Board was reminded that the lower EBITDA reflected the tight financial parameters for 2025/26 due to the lag in funding methodology, which would be positively recalibrated from 2026/27 onwards. The 2025/26 budget reflected a tightly managed position.

The Board was informed that a loan for a £7m loan facility to support capital investment was proposed and that a tender evaluation had been undertaken of the three tenders received. The report summarised the evaluation and scoring of the three tenders. The loan facility of up to £7million would provide flexibility and ensure the overall cash position remained strong. The addition of a £7m loan facility to existing debt would see overall borrowing as a percentage of total income increased to 8% which was below the KPI threshold of 20%.

Based on the evaluation (as fully outlined in 3.3 of the report) it was recommended to the Board that the College entered into a formal legal agreement with Lloyds Bank to secure borrowing of £7m (seven million pounds).

#### ***Table redacted***

In response to a Members' questions, the DCE COO confirmed that the loan payments were manageable and that the arrangements around covenants and security were appropriate. It was confirmed that the Finance, People and Culture Committee had considered the loan financing proposal of £7m at its meeting on 22 May 2025.

#### **Resolved:**

- To approve the financial forecast 2025/26, Financial Strategy for 2025/26 together with the tuition fee framework and associated charges.
- To approve the loan finance of £7m with Lloyds Bank to support capital investment.
- In noting that a funded 3% pay award was budgeted, should a pay award of 4% be confirmed for the FE sector and fully funded by Medr, there was no need for the matter to be referred back to the Board. However, should a pay award exceed 4% or not be fully funded by Medr, this would be referred back to the Board for consideration at a later date.

#### **1177 Learner Voice End of Year Report**

Caroline Street, Deputy Chief Executive - People Experiences and Culture provided the Board with an overview of a broad range of recent Learner Voice activities which included, student voice, Campus Councils, Debate sessions, Active Cambria, Duke of Edinburgh Award, Skills Competition, Chaplaincy, Prayer Room / Belief Spaces facilities, Fundraising efforts, Enterprise and Entrepreneurship including Big Ideas Wales sessions. These activities supported and encouraged learners to gain broader skills, knowledge and experiences. There had also been participation in the NUS Cymru Conference and elections for Student Officer positions. The next NUS conference would be held at Coleg Cambria in November 2025.

A discussion was held during the meeting on the best time of the academic year to hold student rep elections, with pros and cons highlighted. It was noted that the college's approach of holding

elections in April had a strong rationale, as outstanding vacancies are then filled at the start of the following year.

**Resolved:** to note the content of the report and commend the broad range of Learner Voice activities available to learners.

#### **1178 Continuous Improvement Plan and Impact Review Progress Report**

The Board of Governors considered an update report from Stacey Boreham, VP Quality, which outlined the progress with, and impact of, the quality improvement plans for Further Education, Work Based Learning, Higher Education and Welsh for Adults for the 2024/25 academic year.

Key points highlighted included that:

- The continuous improvement plans had been completed in line with expected deadlines.
- Details of both the status and impact of actions taken to address agreed targets for the current academic year had been captured in the document.
- The IRM process provided the leadership team with a clear oversight of progress and opportunities to explore and discuss progress in more detail.
- All key CIPs demonstrated an impact on learners and their learning experience.
- The proposed mandatory targets for 2025/26 were: Staff Survey; Equality; Welsh; and HE and ASBW (where appropriate within curriculum areas only).
- Individual areas had the ability to roll over targets.
- The timescales of the IRM 2 and 3 would be revised to allow for greater data capture.

During discussion Members

- Commended the CIP and IRM process noting that it had evolved over recent years to being a constructive and useful process for all involved
- In noting that retention, which had been a specific focus for the college over recent years, had been dropped as a mandatory target, sought assurance that monitoring in areas of potential underperformance would take place. Stacey Boreham outlined that individual areas were accountable to and were expected to take ownership of issues. Where issues were applicable to individual areas, they were expected to be monitored and would continue to be included and reported on. Should the SAR/IRM Panels identify more general areas of concern, these may be considered as a broader mandatory target in due course.

The importance of a robust Continuous Improvement process and the value of an open, robust and constructive dialogue of performance across the college as a whole was emphasised by the Chair, and thanks were expressed to the Quality Team and all who actively and constructively engaged with the improvement processes, which would be a key focus of the Medr requirements.

**Resolved:** to note the content of the report.

#### **1179 Estates Development Update**

An update report on the progress of capital projects was considered by the Board. Steve Jackson highlighted that the:

- Welsh Language Hub - CAMU Project was making good progress with phase 1 works completed.
- Llysfasí's site wide drainage improvement project was progressing and was on programme.
- Llysfasí student accommodation planning consent was pending consideration.

**Resolved:** to note the content of the report.

#### **1180 Annual Reports, Policies and Strategies**

The following documents were presented to the Board for its consideration and approval:

- Neonatal Care Leave and Pay Policy
- Whistleblowing Policy
- Freedom of Information Policy

**Resolved:** to approve the following policies:

- Neonatal Care Leave and Pay Policy
- Whistleblowing Policy
- Freedom of Information Policy

*Prior to the consideration of the final items, the Chair acknowledged that the meeting was the last scheduled Board meeting for four Governors. The Chair expressed how fortunate the Board had been to have had the insight and experiences of Annesley Wright, Mark Hughes, Finn Jones and Alexander Pengelly, all of whom had been diligent and provided valuable contributions in their role as Governor. A token of appreciation was presented by the Chair on behalf of the Board.*

*Sincere thanks was also expressed by the Chair, on behalf of the Board to the Senior Leadership Team for their efforts during the year, and of their teams in supporting our learners to thrive and gain as much out of their college experiences as possible. Officers left the meeting at this point.*

#### **1181 Performance Review**

The Board considered its performance at the meeting and outlined that:

- All Members had an opportunity to express their views and be heard during the meeting
- There was a strategic focus with the opportunity to continue to develop the strategic direction of the college e.g Strategic Plan 2025-30, Social Partnership, Medr, Financial Matters.
- During discussion consideration was given to the impact of decisions on the learner including enhancing teaching, learning and quality.
- The meeting had been well planned and successfully executed with the tone and participation level positive, productive with appropriate challenge.
- The impact of external situations (e.g. conflict, political environments) and possible risks to learners and the college, such as business interruption, inflation, energy costs, physical security, cyber were raised.
- The Chair had managed the meeting effectively and professionally.

#### **1182 2025/26 Schedule of Board Meetings:**

- 5.00p.m, Wednesday 15 October 2025
- 4.30p.m, Wednesday 10 December 2025 (at Yale with Christmas dinner following)
- From 8.30a.m on Friday, 13 February 2026 (Board and Strategic Direction Day)
- 5.00p.m, Wednesday 25 March 2026
- 5.00p.m, Monday, 15 June 2026

*Duration of Meeting: 130 minutes*

**Signed:**      *Professor Tim Wheeler*

**Chair of the Governing Body**

**Date:**      **15 October 2025**