

MOULTON COLLEGE

CORPORATION

Minutes of the Corporation meeting held on Thursday, 11 December 2025 M6 Moulton College

Present:	David McVean	Independent Governor (Chair)
	Charles Matts	Independent Governor
	Oliver Symons	Principal
	Pauline Hawkesford	Independent Governor
	Alastair Thomson	Independent Governor
	Becky Bradshaw	Independent Governor
	Michelle Pledger	Independent Governor
	Suzanne Ijewski	Independent Governor
	Mohamed Saeudy	Independent Governor
	Amanda Nicols	Independent Governor
	Karen Squires	Staff Governor
	Amy Griffiths	Staff Governor (Item 11 -20)
	Wiktor Bien	Student Governor
In attendance:	Faye Williams	Vice Principal
	Alicia Bruce	Chief Operating Officer
	David Aldridge	Executive Director of Human Resources
	Catherine Duro	Head of Governance
	Sue Hutchinson	External Audit Lead – Menzies (Item 11 – 17)

SECTION A – ROUTINE AND STANDING ITEMS:

Apologies for absence

01. Apologies for absence were received from Prof. Elaine Limond and Andy MacCaig. Mark Whitehead was absent. There were two vacant positions.

Governor Appointment

02. Governors considered the application and panel's interview feedback for Amanada Nicols. All agreed that she brought valuable skills to the Corporation and strong local stakeholder perspective and network.

Resolved: that Amanda Nicols be appointed as an independent governor.

Amanda was invited to join the Corporation Board and was pleased to accept. Amanda joined the meeting.

03. Craig Ablett's resignation was accepted. The Corporation understood the challenges of his work commitments but were delighted Craig had agreed to stay as a coopted governor on the Audit Committee, where he would maintain the role of Health & Safety link governor, enabling the corporation to continue to benefit from the triangulation made possible by his experience.

Declarations of interest

04. There were no declarations of interest.

Minutes of the meeting held on 6th November 2025

05. The minutes of the meeting held on **Thursday, 6th November 2025** were approved as a true and accurate record.

Matters arising and outstanding actions.

06. There were no matters arising or outstanding actions.

SECTION B – STRATEGY

Strategic Ambitions

07. The Principal led a workshop session. 4 themed draft strategic ambitions were offered, following the recent governance development day. Governors spent an hour debating the strength, validity and completeness of these.

08. The session concluded with several agreed suggestions to fine tune the ambitions.

09. It was agreed that the ambitions would be updated then shared with staff and student focus groups for feedback before a final draft is presented for agreement ahead of full consultation.

10. There was a shared belief that college values should be driven by the users and stakeholders; staff, students and employers – it was agreed this consultation would happen alongside the review of the ambitions.

SECTION C - PERFORMANCE

Draft Letter of Representation

11. The draft letter of presentation was presented and the key points explained. Questions were invited.

Resolved that the Letter of Representation be approved for signing.

Audit Highlights Memorandum and Management Letter

12. The Audit Highlights Memorandum and Management Letter were presented by the audit lead. Governors were assured all items of concern had been addressed and the letter of reconciliation received from the Department.

13. The Board was advised that there were a couple of housekeeping recommendations with actions to be agreed with the executive team.

14. The impact of the differences in the accounting of the capital grants was explained.

15. The audit partner said that subject to all completing as expected they anticipated giving an unmodified accounting opinion.

Resolved that subject to completing as described the Audit Highlights Memorandum and Management Letter be approved for signing.

Moulton College financial statements 2024/25

16. The accounts were recommended by the Finance and Resources Committee. The Finance Director brought attention to the key points within them. Questions were invited.

Resolved that the Moulton College financial statements 2024/25 be approved.

17. The Chair thanked all involved in the delivery of this set of accounts, for their hard work in completing a complex task in a timely manner. Thanks were given to the Finance Director for all she had done as this would be her last meeting. She was wished well for the future.

PIMS Update

18. The reasons for staying in PIMS were explained. The benefits of support from the department and FEC team were understood. This support was viewed positively and helpful in achieving the college ambitions.

Resolved that the PIMS plan be approved for signing.

Balanced Score Card 2025/26

19. The balance scorecard was presented. The KPI's marked amber were discussed.
20. Learning walks were recognised as improving but the ambition from them was questioned, it was asked what happened next, how were improvements made. The quality improvement process and the focus on new teachers from industry was explained.
21. Governors **explored** the information behind the metric for students at risk of not achieving and the actions in place to improve this position. It was **understood** that CQS reflect on the detail, they were **asked to review** the protected characteristics of those at risk, (**Action FW**). The peaks were understood to be cyclical. The aspiration is to be bring the at risk statistics down, without retention going down, because intervention has worked.
22. F&R were asked to further explore and challenge the increasing agency costs.

Strategic Risk Register 25 /26

23. Executive team recommend the current risk register as accurate and fit for purpose against the current strategic plan. Over the coming months it will need adding to as we understand the risks associated with the delivery of the MoU and the delivery of the new strategic plan.
24. The need to be very careful of real and perceived conflicts of interest as we move to work more collaboratively, with partners was discussed.
25. It was **asked** what process was in place regarding the ISB's. The business development team, the employer boards and employer ambassador approach in each curriculum area was explained. Information was shared regarding the development of the overarching place and skills board which the Northampton MP was very keen to lead, and would include the college as a core member, with key employers linked to industrial strategy.

Stakeholder Voice Triangulation -Student, Staff, Employer, Link Governor

26. It was **explained** that the staff voice and wellbeing groups had been brought together. This group was in the reforming stage, but feedback sharing the holistic staff voice would be provided to future meetings.
27. Feedback was provided on a recent single key question temperature check asked of staff. The results were mixed but not unexpected and provide a benchmark for discussion in the next F&R Committee and in the future the people committee.
28. Student voice shared that the most common frustration this term had been the at times unreliability of the shuttle buses between campus.
29. The safeguarding team were well informed of new students safeguarding needs this year, success coaches were having a positive impact across the college.
30. A governor's feedback on a small group meeting they had with some level 2 learners who were largely happy and ambitious a very positive meeting.
31. A governor had met with marketing and recruitment, to feel better informed and found the detail fascinating, a second meeting to understand the interface between HR and quality had also been useful.

Search & Governance

Chair's report

32. The chair shared their vision for improvement in governance over the coming year and summarised the following recommendations from the committee.

Governor Recruitment

33. This item had been covered at the start of the meeting. It was known that there remains 1 current vacancies with 4 more governor terms ending in July 2026

Committee Structure

34. Governors considered the establishment of a new People and Remuneration Committee to take on the responsibilities of the Remuneration Committee, the human resources aspects of the F&R Committee and the Search element responsible for recruiting, training and retaining governors. Finance and Resources will focus on the Finance and Physical Resources
35. Governors then also considered changing the focus of The Search and Governance Committee and the recommendation for it to be renamed the Governance & Success Committee – with a focus on the impact of governance, delivery of the strategic plan and holistic monitoring of governance KPI's and of the strategic risk register.

Resolved that both proposals be approved for implementation from September 2026, with revised committee membership.

Governance Improvement Plan 2025/26

36. **Resolved** that the Governance Improvement Plan be **approved** as written.

Chair Appointment Process

37. There was a lengthy discussion around the chair recruitment process that had been followed to date and the next steps.

38. It was agreed that the direct applicant presented be interviewed with a view to appointing as designate chair if the panel were satisfied. It was agreed that the panel should include staff and student governor representation. If the recommendation was not to appoint this applicant, then following a 3-quote process Peridot would be appointed to run a chair recruitment exercise.

CQS Committee

39. The Chair's Report was received and attention drawn to the key aspects.

SAR 2024/5

40. The committee's lengthy discussion on the SAR was shared. The honesty, integrity and action driven approach from the executive team was appreciated. It was recognised that the college had not achieved what we wanted to and now wanted to see an urgency behind. The improvement actions. It was confirmed that the actions had begun during the summer and examples of the impact already being seen were shared.

Resolved that the SAR be approved.

QIP 2025/26

41. Detail is needed and a useful benchmark. Need to confident that the strategy and approach would have the desired impact. The CQS Committee would monitor this and triangulate.

Resolved that the QIP be approved.

Residential SAR & QIP

42. The Residential SAR & QIP were presented and recommended for approval, building on a positive Ofsted inspection earlier in the year.

43. It was asked if the two reports relate to each other or if this was just a subset, the experience should be recognisable. Agreed, this focusses on the residential experience,

Resolved that the Residential SAR & QIP be approved.

44. The Committee Chair also brought to the Board's attention the excellent careers strategy, showing a shift change in ambition and delivery. It was also recognised that the college were on track against the Gatsby Framework and that the Matrix framework had been achieved again. All recognised this would provide an excellent foundation to prepare students for successful destinations.

Finance and Resources Committee

45. The Finance and Resources Committee Chair's Report was received and questions were invited.

Tuition, Accommodation and Transport Fees 2026-27

46. The Tuition, Accommodation and Transport Fees 2026-27 were recommended following a detailed conversation at the committee, timeliness is important. The changes to the accommodation offer were detailed and supported, with F&R oversight of the financial impact.

Resolved that the Tuition, Accommodation and Transport Fees 2026-27 be approved.

Seal Application

47. The use of the college seal to confirm a sublease of a Higham Ferrers unit was **ratified**.

PART 2 – TO BE RECEIVED FOR INFORMATION AND COMMENT

SECTION D – COMMITTEE REPORTS

48. Governors confirmed receipt of the below for their information and comment. There were no further questions.

CQS Committee – 25 November 2025

- Minutes
- Safeguarding update report
- First Impressions Survey 2025/26
- Careers Strategic Plan
- Teaching and Innovation Policy

Finance and Resources Committee -

- Minutes – Committee Meeting 17 November 2025
- Minutes 1 December 2025
- Student Bursary Report
- IT Annual Report 2024/25
- Farm: Annual Report 2024/25.
- Quarterly HR Update
- Gender Pay Gap Report
- Annual Capital Expenditure Report 2024/25

Audit Committee

- Minutes
- Audit Committee Annual Report*
- Board Assurance Framework Report*
- Regularity Audit Questionnaire*
- Annual Risk Management report *
- GDPR Annual Report*
- Health and Safety Report*
- Internal Audit Annual Report
- Project Governance Audit Report
- EDI Audit Report

Search & Governance

- Minutes
- Governance Self-Assessment Report*

SECTION E – CLOSING ITEMS:

Any other items of urgent business

49. There were no further items of business discussed.

Date and time of next Meeting: 22nd January 2026

DRAFT