

MOULTON COLLEGE

CORPORATION

Minutes of the Corporation meeting held on Thursday, 3rd April 2025 FD1 Moulton College

Present:	Oliver Symons	Principal
	Charles Matts	Independent Governor (Meeting Chair)
	Ashley Clarkson	Independent Governor
	Pauline Hawkesford	Independent Governor
	Lucille Knapp	Independent Governor
	Andy MacCaig	Independent Governor
	Alastair Thomson	Independent Governor
	Mark Wakeford	Independent Governor
	Craig Ablett	Independent Governor
	Dr Mohamed Saeudy	Independent Governor
	Becky Bradshaw	Independent Governor
	Michelle Pledge	independent Governor
	Mark Whitehouse	Independent Governor
	Karen Squires	Staff Governor
	Amy Griffiths	Staff Governor
In attendance:	Faye Williams	Vice Principal
	Alicia Bruce	Chief Operating Officer
	David Aldridge	Executive Director of Human Resources
	Catherine Duro	Head of Governance

SECTION A – ROUTINE AND STANDING ITEMS:

Apologies for absence (Agenda item 1)

01. Apologies for absence were received from David McVean, Ivy Knowles, George Crick, Suzanne Ijewski, and Elaine Limond

Declarations of interest (Agenda item 2)

02. There were no declarations of interest.

Minutes of the meeting held on 12 December 2024 (Agenda item 3, Paper A)

03. The minutes of the meeting held on **Thursday, 12th December 2024** were approved as a true and accurate record.

Matters arising and outstanding actions (Agenda item 4, Paper B)

04. There were no matters arising and no actions due.

SECTION B – PERFORMANCE

Ofsted Report (Agenda item 5, Paper C)

05. Governors conveyed their many congratulations to everyone involved in keeping the college at a grade 2, good standard.
06. Governors sought feedback on the inspection week itself, they were advised it had been a busy but calm week, and that the inspectors had been calm and considerate.

07. The significant progress in high needs was recognised, last inspection was graded 3 and this week were commented to be close to outstanding during the week.
08. A governor asked how we develop the whole student beyond the curriculum. Governors were assured that feedback offered from inspectors described behaviours and attitudes as very close to outstanding, inspectors saw us developing the whole learner. This area's grade was only held back by attendance rates.
09. Aspects to work on were flagged as personal development and attendance in apprenticeships, and engagement with English and Maths
10. It was asked what strategy was in place to improve attendance rates. It was explained that the elements proposed in the new organisational design, under consultation, included moving English and maths into the schools, to improve relevance and connection for learners. It was also proposed that apprenticeships moved back into the schools to generate organic improvements. Learners struggling with mental health needed a greater support network to access lessons.
11. Governors were informed that OFSTED was going through a major change, the sector was feeding back on the proposed inspection framework.
12. It was asked how governors could monitor progress against the identified areas for improvement. **CQS should monitor the areas for improvement.**

Strategic Update and Balanced Score Card – (Agenda item 6, Presentation)

13. The balanced score card was presented and the red areas discussed. There were no questions.

P7 Revised Forecast – (Agenda item 7, Presentation)

14. The P7 management accounts and revised forecast were presented. The board was asked to be cognisant of the risks in delivering the budget.
15. The lack of in year funding was explained. The additional income streams still to be confirmed were explained.
16. Reasons EBITDA may not be met were listed.
17. The financial health score points were explained, explaining what changes were needed to costs and income to improve the EBITDA percentage and improve the financial health position.
18. Feedback was shared from the previous days PIMS meeting and the possibility of a moderation meeting should the restructure have an adverse impact on the financial health position explained. All supported the organisation moving forward with this process to future proof the college, even if there was a very short term adverse financial impact.

Organisation Restructure (Agenda item 8, Paper D)

19. The proposed organisational restructure was summarised, as it had been discussed previously with both the F&R and CQS committees. It was endorsed as an appropriate measure to secure the organisation's future financial stability and deliver the college's strategic plan. The management of the restructure was an operational matter for the executive team.

Strategic Risk Management (Agenda item 9, Paper E)

20. The strategic risk management report was received.
21. A governor asked what the risk was if the projected numbers were not achieved. It was explained that there would be another round of validation before the final curriculum plan was budgeted and presented, a prudent approach would be taken.

22. A governor asked what the risk was if a student was dissatisfied with their course, and if there was a risk of litigation and compensation. It was explained that the risk is greater in HE, but all complaints are taken seriously and generally managed and resolved at local level. Senior management were confident that they knew where issues were and were taking action.

Student Voice Reports (Agenda item 10, Paper F)

23. The student voice report was received. The challenges around the digital platforms were discussed, Governors were assured these were understood and being resolved.

Staff Voice Reports (Agenda item 11, Paper G)

24. The EDHR shared the staff voice. It was clear that both OFSTED and the restructure had been dominating staff feedback this term and were unsettling for many. Feedback was that communication had improved and questions were being answered.
25. Good engagement in the three strategic pillars was also confirmed with many staff passionate to support these developments.
26. It was asked what support was available to staff. The support services and employee assistance programme were being signposted to all staff for independent, anonymous support.

Link Governor Feedback (Agenda item 12)

27. Link Governor feedback was invited. Governors had nothing to add that hadn't been shared at recent committee meetings.

Feedback and Actions from the Governor Development Day 3rd April 2025 (Agenda items 13 & 14)

28. The governors spoke of their confidence in the Heads of Schools, who had presented a vision to develop the curriculum. It was asked if they had the skills to change thought leadership into what was possible. The adjustments being made to follow the available funding streams and deliverable programmes were highlighted as a strength. Capacity to step back from the detail and review the strategic curriculum was identified as a priority need.
29. A robust challenge was made to identify what we would be teaching in ten years, to develop the estate, and specialist staff to deliver this. The challenges around this, and even employers being able to identify their future skills needs were debated.

SECTION C – ITEMS FOR APPROVAL

Skills Strategy (CQS Recommended) (Agenda item 15, Paper G)

30. The challenges in developing partnerships, and the need for sales skills to do this, which it was recognised often were not key skills held by teachers, were discussed. A focus on the value to the employer and their gain from being involved needed to be a priority.
31. The need for an underlying process to deliver the skills strategy was identified. The CQS committee intended to review this at its next meeting.

RESOLVED: that the Skills Strategy be **approved**

Permissive Route – Deed (Agenda item 16, Paper H)

32. The background to the permissive route request was provided. The risk of it developing into a village green claim was raised and it was noted that action needed to be taken in the future to avoid this unwanted consequence.
33. Governors were reminded that patrons of the leisure centre had a permissive access route to the leisure centre but that there was not a public right of way through the centre of the college site.

34. RESOLVED

- a) **THAT** the Permissive Licence, subject to any such amendments as any person authorised to execute the same may in their absolute discretion approve, and the performance by the College of its obligations thereunder, be and is hereby approved;
- b) **THAT** the Permissive Licence be and is approved;
- c) **THAT** Oliver Symons and David McVean (in their capacity as Principal and Chief Executive Officer and Chair of the Corporation respectively) are authorised to:
- i. execute the Permissive Licence;
 - ii. issue and certify as true copies of the constitutional documents of the College and these resolutions.

PART 2 – TO BE RECEIVED FOR INFORMATION AND COMMENT

SECTION D – COMMITTEE REPORTS

Finance and Resources Committee held on 24th February and 10th March 2024 (Agenda item 17, Paper I)

34. The minutes were reviewed from the two recent Finance and Resources Committee meetings. The additional meeting to review the eroding financial position was explained. It was recognised that the position had progressed since then and governors had considered the current position earlier in this meeting.

Audit Committee held on 17th March (Agenda item 18, Paper J)

35. The minutes were reviewed from the recent Audit Committee meeting. The changes to the internal audit plan that had been approved were explained, with recognition that they aligned to current priorities. The appointment of a new Health and Safety manager who would report directly to the committee was also shared.
36. Copies of the Health and Safety Report and Internal Audit Plan were received for information.

CQS Committee meetings held on 25th March 2025: (Agenda item 19, Paper K)

37. The minutes from the recent CQS Committee meeting were received. the chair reflected on the debate that governors had regarding how to move the college from being a good experience to an excellent experience.
38. The Safeguarding Update was provided for governors' information. The committee chair summarised that pressures were increasing but the team were managing them well.

SECTION E – CLOSING ITEMS:

Any other items of urgent business

39. One item of urgent business had been raised and shared in advance of the meeting. A deed to grant an easement and a wayleave had been requested by National Grid, the document had been shared.

40. The impact of this on the college business whilst the work was undertaken was questioned. The compensation provided was also questioned.

RESOLVED: that subject to expert independent advice being sought on the level of compensation to grant to National Grid an easement and wayleave for the right to lay electricity cables across college land; in part overhead cable and in part underground cables through the Holcot

- a) **THAT** the Deed of Grant, subject to any such amendments as any person authorised to execute the same may in their absolute discretion approve, and the performance by the College of its obligations thereunder, be and is hereby approved;
- b) **THAT** the Deed of Grant be and is approved;
- c) **THAT** Oliver Symons and David McVean (in their capacity as Principal and Chief Executive Officer and Chair of Governors respectively) are authorised to:
 - iii. execute the Permissive Licence;
 - iv. issue and certify as true copies of the constitutional documents of the College and these resolutions.
- d) **to NOTE THAT** Oliver Symons (in their capacity as Principal and Chief Executive Officer) sign the Owner Wayleave consent

Impact of Governance

- Impressed by tour – would like to commend the college facilities in the animal area. Potential of a zoo license was questioned. Concern was shared that this would lead to mission drift and further expense that wouldn't add to the student experience.
- Extremely valuable to have a tour and understand the opportunities and challenges more deeply to inform discussion and decision making
- Partnership The Limousin society was recognised – what other partnerships do we have how are they recognised

Date and time of next Meeting: 3 July 2025 - -