

CORPORATION BOARD

CONFIRMED MINUTES FROM THE MEETING HELD ON 10 FEBRUARY 2026 AT 4:00PM EASTON COLLEGE, ROOM JB031

Present:

Marcus Bailey	MB	Chair
Jerry White	JW	Principal and Governor (<i>from 4:40pm</i>)
Lucy Sydney	LSy	Governor
Noel Bartram	NB	Governor
Phil Gormley	PG	Vice-Chair
Philip Pearce	PP	Governor
Sarah Appleton	SA	Governor
Sean Green	SGn	Governor (<i>remote via Teams, from 4:46pm</i>)
Shirley Barker	SB	Staff Governor (<i>from 4:40pm to 6:46pm</i>)
Lacey Ross	LR	Student Governor, SU President (<i>remote via Teams, from 4:40pm to 6:46pm</i>)
Lillian Rackham	LRa	Student Governor (<i>from 4:40pm to 6:36pm</i>)

Attendees:

Chris Caddamy	CC	Executive Director Data, Digital & Transformation (<i>from 4:40pm to 6:46pm</i>)
Jen Eves	JE	Chief Operating Officer (<i>from 4:40pm to 6:46pm</i>)
Jodie Mitchell	JM	Director of Governance and Legal (<i>remote via Teams</i>)
Martin Colbourne	MC	Chief Finance Officer (<i>from 4:40pm to 6:46pm</i>)
Seb Gasse	SG	Chief Learning Officer (<i>from 4:40pm to 6:46pm</i>)
Claire Harber	CH	Governance and Legal Officer (<i>from 4:40pm</i>)

Apologies:

Freddie Simpson	FS	Student Governor
Jock Downie	JD	Governor
Joe McNeill	JMc	Governor
Laura Stewart	LS	Staff Governor

1. CONFIDENTIAL – Independent Governors

A confidential session was held between Independent Governors with the Director of Governance and Legal present. This session was not minuted.

JW, SB, LR, LRa, CC, JE, MC, SG and CH joined the meeting at 4:40pm.

2. Welcome and Apologies for Absence

Apologies were received and noted as above.

3. Declaration of Conflicts

No declarations were made

4. Unconfirmed Minutes of the Board Meeting Held on 9 December 2025

The unconfirmed minutes of the meeting held on 9 December 2025 were agreed as a true record of the meeting and will be signed by the Chair at the next available opportunity.

5. Unconfirmed Confidential Minutes of the Board Meeting Held on 9 December 2025

5.1 Unconfirmed Confidential Minutes of the Board Meeting Held on 9 December 2025 (Set 1)

The unconfirmed confidential minutes (set 1) of the meeting held on 9 December 2025 were agreed as a true record of the meeting and will be signed by the Chair at the next available opportunity.

5.2 Unconfirmed Confidential Minutes of the Board Meeting Held on 9 December 2025 (Set 2)

The unconfirmed confidential minutes (set 2) of the meeting held on 9 December 2025 were agreed as a true record of the meeting and will be signed by the Chair at the next available opportunity.

6. Matters Arising

The Board noted that the following items have been approved via email since the last Board meeting:

- Scheme of Delegation
- Standing Orders
- Terms of Reference for Transformation and Commercial Growth Committee
- Recruitment process for Chair of the Corporation

2024/25 Board 6 Action 3: Link Strategic Targets with the budget for Governors when producing these for 2026/27 (MC/JW). ACTION ONGOING (Due: May 2026)

Board 1 Action 1: Consider resources on sustainability and agree on an appropriate method of communication to Governors (JW/JM). ACTION ONGOING (Due: February 2026)

Board 2 Action 1: Prepare new Declaration of Interests form to align with new policy (JM/CH). ACTION COMPLETE

Board 2 Action 2: Arrange meeting between PP and JW to discuss risk. *The meeting originally planned for 15 January has been rescheduled for 26 February.* ACTION ONGOING (Due: January 2026)

Board 2 Action 3: ACTION COMPLETE

Board 2 Action 4: ACTION COMPLETE

Board 2 Action 5: ACTION COMPLETE

Board 2 Action 6: ACTION COMPLETE

Board 2 Action 7: Update the FE Commissioner Havant and South Downs College self-assessment to reflect more clearly where the College has the recommended processes in place (MC). *MC confirmed that the self-assessment has been updated as requested and will be circulated to Governors.* ACTION COMPLETE

ACTION 1: Circulate FE Commissioner Havant and South Downs College self-assessment to Governors (MC).

SGr joined the meeting at 4:46pm.

7. Chairman's Remarks

The Chair thanked colleagues for attending Strategy Day and stressed that setting the College's strategy is one of the key roles of the Board. The Chair informed the Board that after discussions at Strategy Day, the Curriculum Strategy will not be presented at this meeting as it is dependent on the five-year financial plan. The Chair indicated that it has been noted that

Board team development time is necessary and will be considered as part of a future Strategy Day.

8. **Principal and CEO Report**

The Principal and CEO Report was circulated prior to the meeting. The following points were highlighted:

- Consultancy work is ongoing in relation to establishing the future role of Easton College in the agrifood technology sector. A detailed proposal is expected soon.
- A film made by students at the College has been nominated for a Royal Television Society Student Award.
- The College is attending partnership meetings to assist in addressing NEET issues.
- Uncertainty surrounding the political landscape continues to be a risk; the College are reaching out to the main five parties.
- There is a developing behavioural risk against which actions are being taken.
- The College has been awaiting national guidance before updating its Equality, Diversity and Inclusion Policy. As guidance is still awaited, the policy will be given a minor update with a thorough review to take place once guidance has been received.

The Board asked how the Curriculum and Assessment Review has been received. Governors were advised that there is still uncertainty, so the College is accommodating the defunding in the curriculum planning for next academic year.

The remainder of the discussion was confidential and is recorded in the confidential minutes (set 1).

9. **Risk Register Review**

The Risk Register Review was circulated prior to the meeting. Governors were reminded that risk updates have been considered at both the Curriculum and Quality and Business Committees.

It was reported that staff shortages in key areas continues to be a significant risk and is impacting on the student experience in those areas.

The Board indicated the need for clarity over risk tolerance. Governors were informed that the Senior Management Team met earlier in the day to discuss risk and will present a new approach to the next Audit and Risk Committee meeting for consideration.

One Governor asked for clarity around the risk escalation process and expressed the view that risks should be managed at the lowest possible level and only escalated when beyond the resources or capability of a manager. It was agreed that once a process is agreed by the Audit and Risk Committee, a summary will be provided to the Board. It was noted that risk could be a theme to consider for the summer Strategy Day.

ACTION 2: Any Governors with concerns surrounding risks to notify PP and/or JM ahead of the next Audit and Risk Committee meeting (3 March). (All Governors)

The Chair of the Audit and Risk Committee stressed that although an additional Governor is in the process of being appointed to sit on the Committee, the Committee is still short of members.

10. **Strategic Target Monitoring**

The Strategic Target Monitoring paper was circulated prior to the meeting. The following points were highlighted:

- Achievement is causing concern in some areas, as is retention in the 19+ provision.
- Systems targets have remained static since the last update.
- Work continues to address financial sustainability; income and expenditure account metrics are performing well but concerns remain in relation to in-year transformation savings, HE recruitment and apprenticeship income.
- In relation to partnerships, work is underway to strengthen school engagement and improve market share.

10.1 College Data Dashboard

The College Data Dashboard was circulated prior to the meeting.

Governors liked the College Data Dashboard format and demonstration of movement. Concern was expressed over how the targets are tracked behind the scenes and were informed that performance review meetings track individual targets. It was noted that the Power BI reporting tool is useful for managers.

11. CONFIDENTIAL - Transformation Programme

The discussion was confidential and is recorded in the confidential minutes (set 1).

12. Student Voice

The Student Voice Update was circulated prior to the meeting. The following points were highlighted:

- Two Student Governors attended the Unloc Student Governor Summit in December which provided an opportunity to learn more about the Student Governor role.
- Plans for a sustainability festival is underway.
- The SU President attended an AI conference in January and heard about the positives and dangers of AI. Findings from the conference are being consolidated so that key points can be shared with students.
- A rebranding survey for an on-site coffee shop has taken place and results have been shared with the catering team.
- Indications from recent student forums are that travel continues to be an issue for some but there has been positive feedback surrounding student facilities, particularly on the Norwich site.
- The Students' Union visited HE classes to ask how the SU can support HE students. During these sessions, students indicated that they are happy with the services the SU offer and that focus is on their studies.

It was noted that the Senior Management Team are bringing people together from other colleges in the region along with stakeholders to prepare a proposal around transport and it was agreed that the SU would be contacted for their involvement.

ACTION 3: Link in with SU President when preparing transport proposals (JW).

The meeting took a break at 5:54pm and reconvened at 6:08pm.

13. Key Updates and Approvals from Committee Meetings

13.1 Remuneration and Governance Committee

The Remuneration and Governance Committee Chair's Report and minutes from the meeting held on 13 January 2026 were circulated prior to the meeting. The Committee Chair's Report was taken as read.

13.1.1 Governor Appointments

The Board discussed the appointment of Jill Wade and Phillip Belden as detailed in the Chair's Report. The Board were informed that enquiries have been made around potential conflicts of interest in relation to Phillip Belden and the Committee are content to recommend his appointment.

As recommended by the Remuneration and Governance Committee, the Board approved the appointment of Jill Wade and Phillip Belden to the Board as Governors for a four-year term. The Board additionally approved the appointment of Jill Wade to the Audit and Risk Committee and Phillip Belden to the Curriculum and Quality Committee.

13.1.2 Chair of the Corporation Appointment

MB left the meeting for this sub-item.

The Board were informed that one Expression of Interest from Marcus Bailey, the current Interim Chair of the Corporation, has been received for the position of Chair of the Corporation.

After a proposer and seconder was announced, the Board approved the appointment of Marcus Bailey as Chair of the Corporation for a term of four years from 1 August 2026. JW abstained from the vote due to being line-managed by the Chair.

MB returned to the meeting.

13.1.3 Annual Internal Review of Governance

The draft CCN Governance Guide, draft CCN Code of Conduct for Governors and CCN Internal Review of Governance were circulated prior to the meeting and were taken as read.

As recommended by the Remuneration and Governance Committee, the Board approved the CCN Governance Guide and Code of Conduct for Governors and noted the Internal Review of Governance.

13.2 Curriculum and Quality Committee

The Curriculum and Quality Committee Chair's Report and minutes from the meeting held on 20 January 2026 were circulated prior to the meeting. The following points were highlighted:

- The Committee discussed outstanding safeguarding training for Governors, student attendance issues and NTTC recruitment concerns,
- The College is performing well against apprenticeship accountability measures.
- The Committee scrutinised the FE Commissioner apprenticeship health check feedback and are ensuring that lessons have been learned.
- There has been a small overspend on the residential bursary fund which an additional funding claim should correct.

13.2.1 Curriculum and Skills Strategy 2025-2030

The Board were informed that the Curriculum and Skills Strategy is not presented at this meeting and will instead be consolidated into the wider five-year plan.

13.3 Business Committee

The Business Committee Chair's Report and minutes from the meeting held on 27 January 2026 were circulated prior to the meeting. The Committee Chair's Report was taken as read.

The Chair of the Business Committee reported that the Committee were concerned about site safety after hearing that the number of violence and aggression reports have doubled. Following questions from Governors, it was confirmed by SMT members present that this issue is being monitored closely, disciplinary consequences and security controls on the Norwich site are being tightened and SMT are working more closely with the police and other agencies. It was agreed that the Board will be updated on this issue under the Risk Register Review at future meetings.

ACTION 4: Ensure updates on site safety are included in the Risk Register Review paper to Board (JW).

Feedback on the student experience was provided which included reports of feelings of intimidation due to unsociable behaviour rather than feeling there is a risk of harm. Governors commented that there is no indication in the student survey results of these issues, and it was noted that questions focused on site safety could be considered for inclusion in future surveys.

LRa left the meeting at 6:36pm.

13.3.1 CONFIDENTIAL – Finance Update

The discussion was confidential and is recorded in the confidential minutes (set 1).

13.3.2 CONFIDENTIAL – Insurance Policies Renewal Update

The discussion was confidential and is recorded in the confidential minutes (set 1).

14. Other Urgent Business

No matters were raised under this item.

15. CONFIDENTIAL - Meeting Review Summary

The discussion was confidential and is recorded in the confidential minutes (set 1).

16. Date of Next Meeting

The next Corporation Board Meeting is scheduled to take place at 4:00pm on 24 March 2026. The meeting will be held at Paston College with a site tour taking place from 2:30pm.

SB, LR, CC, JE, MC and SG left the meeting at 6.46pm.

17. CONFIDENTIAL ITEM

This item was not taken.

18. CONFIDENTIAL – Industrial Relations

The discussion was confidential and is recorded in the confidential minutes (set 2).

JW and CH left the meeting at 7:00pm.

A further confidential session was held after the meeting between independent Governors with the Director of Governance and Legal present. This session was not minuted.

All formal business having been concluded; the meeting closed at 7:15pm.

Signed Date
(Chair)