

Minutes of the Corporation Board Meeting
27 03 2025
Bedford, Boardroom
16:00

Members Present: Alasdair Simmons (Chair)
Ann Harris (online)
Cliff Wragg (online)
David Moran
John Butcher
Kasar Singh
Leona Tiribabi
Lee Fellows
Luke Ferebee
Noor Nazir
Richard Dimpleby (Vice Chair)
Shaun Wilson
Sheila Selwood (MBE)
Titus Logan
Tom Dove-Wallington
Yiannis Koursis OBE (Chief Executive Officer)

In attendance: Caroline Biddle (Executive Director of Organisational Development & People)
Clare Hood (Executive Director of Education)
Gulam Fatima (Chief Finance Officer)
Rachel Nicol (Group Director of Governance)
Robin Webber-Jones (Executive Director of Curriculum)
Sara Gonzalez (Senior Governance Coordinator) (Minutes)
Sarah Baxter (Executive Director of Strategy & External Affairs)
Sarah Mortimer (Principal CBC, Interim Executive Director for Student Experience and Group designated Safeguarding Lead)
Tracy Cowan (Observing) (Chief Operating Officer from 1/6/25)

C/01/25 Apologies for absence and declarations of interest

Apologies: LJ Rawlings, Varsha Mistry (leave of absence).

Declarations of Interest: There were no declarations of interest relevant to matters on the agenda.



C/02/25 Matters arising not covered elsewhere on the agenda

The Chair offered two comments on the action log:

1. There are actions that should be closed that are still open.
2. It is agreed to close those that are suggested to close subject to Board confirmation which was given.

ACTION: for the Senior Governance Co-ordinator to work with the Executive members to close down the actions once they have been completed.

The CEO welcomed officially the new Executive Director for Education and the incoming Chief Operating Officer. The CEO and the Chair thanked the Principal CBC and Interim Executive Director for Student Experience and Group designated Safeguarding Lead, Sarah Mortimer, for her work as she is leaving the Group on Friday the 31st of March.

CEO & LEADERSHIP UPDATE

C/03/25 CEO's report

The report was taken as read.

As requested by the Board, the Executive Director of Organisational Development & People gave an update on start dates for the new hires. The Chair congratulated the Executive team on progress regarding the current recruitment and positive results.

C/04/25 Update from the Strategic Seminar

The CEO gave a quick summary of the document provided, showing the timeframe agreed for the actions and workstreams decided on during the Strategic Seminar in January. He clarified that some of them are already in motion and some already completed. Governors that showed interest in supporting with the workstreams will be contacted by the lead Executive members.

The Board discussed further the actions within the document and the timelines for each workstream, considering the amount of work that the Executive team is currently managing. There was some debate over how the timelines might be articulated but generally agreed that items would be picked up at relevant committees for monitoring.

The Governors were requested to confirm the document shared was a realistic summary of the discussions during the Strategic Seminar. The Governors confirmed the document reflected correctly the discussions that had taken place and that it reflected the agreed priorities.



C/05/25 Balanced Scorecard 2024-25

The report was taken as read.

The Executive Director of Strategy & External affairs explained that the scorecard is an interim. It is expected that the final one will be shared with the Board in the July meeting so that Key Performance Indicators (“KPIs”) can be agreed for 2025-2026

The Board discussed further the potential risks that might not be able to be resolved with the resources in place within the timescale planned. The CEO believed there is a risk within the quality of education, which will be discussed later on in the meeting. The Board discussed the targets, for higher apprenticeships in particular, and employer survey results being lower than expected.

The Executive team confirmed that the targets for higher skills are set to 2027 under the strategic plan and although there have been challenges in the apprenticeships function in the current year, with aviation and logistics, it is expected the target will be met in 2027. Assurance was given that the Executive team understand the issues faced and the interventions required.

Regarding the employer survey results (business recommendation of the College), the results are not yet final but it is expected to review them once it is closed, as so far, they are lower than expected.

The Board approved that the paper provided assurance.

EDUCATIONAL LEADERSHIP

C/06/25 Curriculum & Quality RAG rated report

The Chair of the Curriculum & Quality Committee went through the RAG from the recent meeting and provided information on how the Local Groups are working. The Board discussed attendance and learning mentors: how does it work internally and the communication channels when a student stops attending classes. The Executive team explained the process, and the staff governors also gave useful anecdotal evidence that the communication between learning mentors, staff and students works well in their areas. Significant improvements are expected by the team for the new academic year.

C/07/25 Quality of Education (incl. Quality Improvement Plan - “QIP”)

The report was taken as read.

The Executive Director of Education explained that new processes have been implemented to develop and improve the current system. The team revise the QIP each term.



Action: A governor requested to add the next review date to the report, as well as the date/quarter the action was set up for clarity.

It was explained that extensive work had focussed on improvements in teaching, learning and assessment with impact being monitored through performance reviews and challenging KPIs. The Board discussed further the interventions that have been implemented recently and the strategic plans to ensure that the actions are reaching all teachers within TBCG. It was understood that new processes around quality assurance will allow more effective interventions.

Further questioning centred on: how exceptional practice can be shared; the process for performance management and clarity of parameters; support for teachers; the role of Quality coaches and staffing levels.

The Chair asked the Executive Director of Education if there is any need for more resources to achieve the goals. She confirmed that more people can always support more work but provided assurance that she is taking a strategic approach.

The Board approved that the paper provided assurance

C/08/25 HE QIP

The report had been presented and discussed at Curriculum & Quality ("C&Q") Committee. No questions or comments were brought up.

The Board approved that the paper provided assurance

C/09/25 Single Equality Scheme ("SES")

The report taken as read.

The EDI annual report had been reviewed by the Board in December. Assurance was given that the SES had been reviewed by Executive.

A question was raised over the use of language in the scheme referencing "Equity" whereas the title refers to "Equality" This was believed to relate to statutory requirements.

The Board resolved to approve the SES for publication

C/10/25 Safeguarding update

The report was taken as read.

The Principal CBC and Interim Executive Director for Student Experience and Group designated Safeguarding Lead confirmed that not all campuses have carried out the

training on the lockdown test. The lockdown tests in the campuses completed have gone very well and with very positive results. The Governors requested to know how many variations of lockdowns. It was explained that there are two types: full lockdown (in rooms) or the one where staff can still move freely around the building, although the front doors are locked.

The tests flagged a requirement to review access systems at one campus to ensure only authorised persons can enter.

The Board also requested information on the plan to deal with individuals that might suffer from anxiety or request to leave the building during a test and also in a real situation. The Lead explained that individuals are trained and the tests are as close to reality as possible. They are supported through the test and in a real situation but ultimately, if a student or staff member decided to leave a room during lockdown, they will be allowed to, however, they would not be allowed back inside the room afterwards.

The Board approved that the paper provided assurance

C/11/25 Student services update

The report was taken as read. There was no significant update since the review by the Curriculum & Quality Committee.

No questions or comments were raised.

The Board approved that the paper provided assurance

C/12/25 Silverstone UTC update

The report was taken as read.

The Executive Director of Curriculum provided highlights from the paper in terms of the strategic direction and updated the Board with regard to the College's historic involvement as a member of the Silverstone Academy Trust of which Silverstone UTC is part. The CEO confirmed there is currently no desire to run schools but to work in partnership with the UTC and others involved in the Cluster Group.

It is intended that the incoming Principal of Tresham will become a director of the Silverstone Academy Trust Limited.

It was proposed and approved by the Board that the incoming Principal of Tresham will become a director of the Silverstone Academy Trust Limited and the CEO act as the proxy for the Corporation as a member of the Silverstone



Academy Trust Limited, be authorised to sign member resolutions on behalf of the Corporation and update the Board as appropriate.

C/13/25 Accountability Statement update

The report was taken as read and it provided an update on progress against the 2024-2025 Accountability Statement and the timetable for approval of the plan for 2025-2026.

The Board discussed further regarding the NHS and how TBCG is working on supporting it to build capacity. The 2025-2026 Accountability Statement will be presented to a future board meeting for approval.

The Board approved that the paper provided assurance

ASSURANCE, GOVERNANCE, REGULATORY & COMPLIANCE (taken after agenda item 4)

C/14/25 Audit Committee RAG rated report

The Chair of the Audit Committee took the Board through the RAG rating report including highlights of the internal audit reports and confirmation of the actions taken. The Committee members corroborated the information provided.

C/15/25 Risk Register update

The Chief Finance Officer (“CFO”) went through the document shared with the Board. She explained that the report shared at the Audit Committee needed work and the one presented is an interim Risk Register. The CFO explained the background to the presentation, including discussions at the Strategic seminar in January and work following comments from members of the Audit Committee.

An external professional will come to support the Executive in early May with the document creation, risk management in the context of the Group, identification of the risks and how this links to the Internal Audit Strategy. The goal is to have a risk register up and running by the next Audit Committee on the 3rd June 2025.

The Board discussed the Risk Register document further and how it is expected for the document to work internally (a living and breathing document that links to the reports). Members of the Audit Committee confirmed their willingness to support with the Risk Management document creation and set up and raised the potential for additional professional support on this. Further discussion took place on the benefits of the Board receiving training so they can appropriately set risk appetite, oversee risk management and articulate assurance requirements.

Finally, the Board offered feedback on the reporting style and format. The Chair asked the CFO if she has all the resources and time available to carry out the job requested. She pointed out that the Executive Team has been stretched due to changes in the organisation and has appreciated governor support on the project. The conversation led to a discussion on workload and the amount of time that is required to go through projects and actions. The Board showed full support to the Executive Team on looking into extra resources where/if needed. The Chair acknowledged that potentially some of the workstreams presented during the CEO report (3.2.a) should be moved forward so the staff that are currently at capacity have more flexibility and time, avoiding burnout and potential mental health issues. Various Executive members confirmed they did feel supported but acknowledged that until all the planned appointments had been made, they accepted it would be challenging.

Action: The CEO noted the Board suggestions on workload and timings and will consider if additional support may assist the team.

The Board approved that the paper provided assurance

C/16/25 Governance update

The report was taken as read.

The Board formally recorded thanks Tracy Cowan for her contributions as a Governor, as she has departed the position to become the new COO at TBCG in due course.

The Chair and the Group Director of Governance communicated that a recruitment campaign was underway, in order to recruit 3 new Governors. Also, they mentioned that there were vacancies for Link Governors. If any external Governor wished to become a Link Governor, they should contact the Group Director of Governance or the Senior Governance Coordinator.

It was confirmed that Ann Harris has agreed to be the Safeguarding Governor from 2025-2026 and will work with the current lead on the hand over.

The Chair of the Board flagged that the attendance percentages of some of the Governors was very low and should they want to, everyone was invited to have a conversation with the Group Director of Governance to review their situation, whether for accuracy or to get further support.

The Board approved that the paper provided assurance



SUSTAINABILITY

C/17/25 Resources RAG rating report

The report was taken as read. No comments or questions were made.

C/18/25 Management Accounts

The report was taken as read.

The CFO explained the key points which were regarding the funding allocated by the Government versus the budget that was expected. A prudent estimation of funding had been included in the papers reviewed by the Resources Committee based on the additional learners enrolled in the current year, the increase in base rate and high needs learner numbers. The funding confirmed has been lower than the prudent estimate which has impacted the surplus. A cut in adult funding was also notified.

Discussion centred on the appropriateness of the targeted surplus given the size of the Group and how capital investment should be prioritised which will be picked up at the Estates Creative session on 10 April.

The Board approved that the paper provided assurance

C/19/25 Health & Safety update

The report was taken as read. This document had been reviewed and questioned during the Resources Committee meeting. No further comments or questions were raised.

The Board approved that the paper provided assurance

C/20/25 Student Transport

The report was taken as read and requested questions or comments to be raised ahead of approving the expense.

The Board did not raise any further questions, noted the requirement to approve given the level of expenditure over a 3-year period.

The Board approved the transport contract for Shuttleworth.

C/21/25 Financial Regulations

The report was taken as read. The document was circulated to the Resources Committee and no questions were asked.

The Board approved the Financial Regulations.



COMMUNITY LEADERSHIP & REPUTATION

C/22/25 Good news stories

The report was taken as read. No questions or comments raised and the Board was pleased to see a balance of reports across the Group.

C/23/25 Events calendar

The report was taken as read. The Chair of the Board asked the Governors to let the Group Director of Governance if they would like to attend any event so their details can be given to the Marketing team and invites shared with them.

C/24/25 Future dates for noting

The Chair highlighted the dates for the recruitment campaign.

C/25/25 Minutes of the meetings held on the 17th December 2024

No comments on the minutes from the previous meeting.

The minutes of the meeting held on 17th December 2024 were approved.

C/26/25 AOB

Creative session in Shuttleworth will include a tour.

End of meeting: 19:00 Staff and Student Governors left the room.

C/27/25 PART B: CONFIDENTIAL

This has been redacted from the minutes due to confidentiality and commercial sensitivity.

End of meeting: 19:15