Minutes of a Meeting of the CORPORATION held on

Wednesday 18th March 2026

at the College Business Centre

104/26 APOLOGIES
Apologies were received from Dmytro Buyanov-Taylor and Rebecca Taylor.

105/26 WELCOME AND DECLARATIONS OF INTEREST
The Chair welcome Members to the meeting. She paid tribute to Mr Martyn Pearl at his last meeting as he would be completing his term as a Governor in April 2026. She praised his commitment to the College for the last 10 years, and particularly his service as Chair of the Governance, Search & Remuneration Committee, and for his role championing inclusion. Mr Pearl thanked the Chair and reflected on the power of education in broadening horizons and providing opportunities. He spoke of his experience of working with under-privileged communities throughout most of his working life. He described the College as a “breath of fresh air”, noting that its values were clearly and deeply held across the organisation. He commented that his involvement with the College had been very rewarding and that it had been a privilege to be associated with its work.

There were no declarations of interest.

106/26 APPROVAL OF THE NON-CONFIDENTIAL AND CONFIDENTIAL MINUTES OF THE CORPORATION MEETING HELD 10 DECEMBER 2025

The non-confidential and senior leadership team (SLT), staff and student confidential minutes of the meeting held 10 December 2025 were approved as a true record.

107/26 MATTERS ARISING FROM THE MINUTES
The Director of Governance reported on Matters Arising. All actions were complete as detailed with the exception of the amendments to the Instrument and Articles of Government which was tabled for the next meeting in May 2026, and the action related to Delamite Ltd, and Principal and CEO handover arrangements which were in progress and also included for reporting in the meeting under the Principal’s Report.

108/26 CHAIRS BUSINESS/RATIFICATION OF CHAIRS ACTION/GOVERNOR APPROVALS
The Chair provided an update on key activities and developments since the last meeting.

She reported on application of the Corporation Seal in relation to the transfer of the electrical substation as part of the Department for Education (DfE) Transformation Fund Project. The Chair also reported that Governor approval had been given electronically for the appointment of Ms Lyndsey Wilson as Chief Operating Officer and Deputy CEO, and expressed her delight that Ms Wilson had been appointed to the role.

The Chair reported that she had attended the College Open Day in January. She also advised that, along with the Vice Chair, she had attended an Education and Training Foundation (ETF) training module on organisational culture. While the content was felt to be disappointing, the opportunity to meet and engage with peers from other organisations was valued.

The Chair confirmed her attendance at the groundbreaking ceremony for the DfE Transformation Project. It was noted as particularly positive that members of the Student Executive were also present, and that the event provided a useful opportunity to engage with representatives from Wates.

The Chair further reported that, along with the Chief Operating Officer and Deputy CEO, she had attended the launch of the new Southern Vectis electric bus fleet. This included a bus journey with Travel and Tourism students, which was very well received. The Chair highlighted this as an excellent student engagement activity.

By way of further community engagement, the Chair noted that College students had supported environmental work by helping to dig up her local village green to enable rewilding. This was highlighted as a strong example of the College supporting its community in a sustainable and practical way.

The Corporation APPROVED the appointment of Lyndsey Wilson as Chief Operating Officer and Depuy CEO.

The Corporation NOTED the use of the Corporation Seal.

109/26 APPOINTMENT OF THE CHAIR OF THE GOVERNANCE, SEARCH AND REMUNERATION COMMITTEE

The Director of Governance introduced the item and the candidate Mr Stephen Brooks was asked to leave the room for proceedings. The Director of Governance reported that the role of Chair of Governance, Search & Remuneration (GSR) Committee would fall vacant at the end of April 2026 when Mr Pearl completed his term. Nominations and expressions of interest had been invited for the role and Mr Brooks had expressed an interest in the role. Mrs Sandie Paice nominated Mr Brooks for the role of Chair of GSR Committee, and Dr David Ndzi seconded the nomination. All Members were in favour.

The Corporation APPROVED the appointment of Mr Stephen Brooks as Chair of GSR Committee from 28 April 2026 and for the academic year 2026/27.

Mr Brooks was invited to re-join the meeting and congratulated on his appointment.

110/26 BALANCED SCORECARD - PROGRESS

The Principal presented the Balanced Scorecard, drawing attention to progress across a range of indicators, including attendance, apprenticeships, and learner effort. Positive activity and outcomes were highlighted in relation to international and skills competitions, with increased participation at local, regional and national level, where the College continued to perform strongly.

It was reported that Careers Information, Advice and Guidance (IAG) had achieved the Matrix Standard accreditation. Student survey results were noted as being overall very positive. Health and safety reporting was presented, and the College's strategic objectives were outlined.

In response to the report, a Member requested further detail on attendance. It was noted that average attendance of around 80% created significant challenges for effective teaching and learning and impacted other learners. The Member sought clarification on the underlying causes of low attendance, whether this was consistent across the College or concentrated in specific curriculum areas, and highlighted that even modest improvements could have a significant positive impact overall.

The Principal reported that attendance in primary and secondary aged provision was improving; however, Year 13 attendance remained poor across the board. It was noted that attendance challenges reflected historic patterns and mirrored national trends, particularly at Level 1. Nationally, poor mental health and increased anxiety were identified as significant contributory factors.

Attendance was acknowledged as being particularly weak in some departments, including English and mathematics, construction trades and crafts. While this was not unusual in a national context, it was confirmed that outcomes were currently below national benchmarks. It was noted that, in many cases, a small number of students significantly reduced overall attendance figures and that smaller class sizes could exaggerate this effect. Brickwork attendance was reported at 69%, representing an improvement on the previous year, but still below expectations. While poor attendance was not currently appearing to have a significant negative impact on achievement rates, this was recognised as a concern.

Management had implemented changes to timetabling to increase coherence, alongside targeted interventions, bespoke timetables, and enhanced mental health and wellbeing support. Early indications suggested that these interventions were beginning to improve attendance.

The Assistant Principal (Education, Progress and Student Support) noted that some curriculum areas, such as Foundation Learning, would always experience lower attendance due to the profile of learners, including high proportions of learners with NEET (Not in Education, Employment or Training) backgrounds or school refusal histories. It was emphasised that improvements from very low starting points still represented meaningful progress. It was further noted that further education (FE) nationally often provided a second or third chance for learners, and that the College also worked with a higher proportion of home-educated students.

A Member acknowledged the particular challenges associated with English and mathematics but expressed surprise that attendance was also weak in other vocational areas where learners had chosen their subjects. A question was raised regarding the balance between support and more robust consequences for non-attendance.

The Assistant Principal (Curriculum and Skills) confirmed that the College operated a behavioural policy with staged interventions and that these were used regularly. However, it was recognised that attendance issues persisted despite this. The focus remained on demonstrating individual learner progress. The Assistant Principal (Education, Progress and Student Support) added that the College's inclusion and belonging agenda was critical, recognising that many learners experienced instability in their lives and that the College provided structure, safety and consistency.

A Member congratulated the College on improvements in apprenticeships and asked what had driven the turnaround.

The Assistant Principal (Curriculum and Skills) reported a clear strategic focus on realigning and strengthening training plans to ensure clarity for employers and apprentices, appropriate allocation of time and support, and an increased emphasis on End Point Assessment (EPA) preparation. The quality and frequency of reviews had improved, with apprentices now working towards clearly defined SMART targets. Monitoring arrangements had been tightened and prioritised. It was noted that maintaining high achievement rates would be challenging in the following year due to retention issues in legacy cohorts. Where apprentices or employers felt arrangements were not working, managed transfers had been used to support better outcomes. A predicted achievement rate of 68% was reported, with confidence expressed that this would be achieved comfortably.

The Member welcomed the update and noted the positive impact of focused interventions.

A Member commended the scale of work undertaken by the College and highlighted feedback from teaching, learning and assessment reviews indicating variation in how staff managed attendance. Assurance was sought regarding consistency of application of policy.

The Assistant Principal (Curriculum and Skills) confirmed that while the College had a clear policy framework, flexibility was required to respond to individual learner circumstances, including safeguarding and complex personal situations such as criminal involvement or teenage pregnancy. Suspension or expulsion remained a last resort, consistent with the College's inclusive values and statutory participation requirements for learners up to age 18.

The Chair echoed congratulations on apprenticeships and asked for assurance that there was a clear and deliverable plan to manage anticipated future challenges, particularly in relation to attendance and teaching quality. Questions were raised regarding resourcing for attendance management, weaknesses in Level 1 provision, and how learning observation outcomes translated into demonstrable improvement.

The Assistant Principal (Curriculum and Skills) confirmed that a clear plan was in place. Structural changes implemented from 1 May included the appointment of a Head of Learning for Apprenticeships and Commercial Activity to provide tighter operational focus. Improvements to teaching, learning and assessment had been discussed at the Curriculum & Quality Committee, including a revised observation framework with increased frequency, unannounced learning walks, and cross-College moderation to drive consistency. All staff were reported to have individual development plans, with more formal improvement plans in place where required. External consultancy support in English and mathematics was ongoing, alongside timetable modelling for the following academic year.

Governors noted that the strengthened framework and detailed reporting provided assurance.

A Member sought assurance that managers were adequately supported by Human Resources (HR) to address challenging performance issues. The Assistant Principal (Curriculum and Skills) confirmed that HR advisors were aligned to specific areas to provide dedicated support and ensure consistent application of policy.

A Staff Governor highlighted positive news regarding skills competitions, noting the strong performance of English students, including achieving top three places in the FE English Challenge, and had received an award for creativity.

The Corporation were:
- ALERTED to the predicted achievement and ASSURED on progress being made;
- ALERTED to and ASSURED on progress on workload focus groups;
- ASSURED on the College's current financial position and progress made against DfE funding allocations;
- ALERTED to and ASSURED on progress on the DfE Transformation Fund new build programme.

111/26 PRINCIPAL'S REPORT
The Principal presented her report. She reported that the Transformation Fund project continued to progress well. The recent groundbreaking ceremony was noted as highly successful, with a strong and positive relationship established with Wates. Regular weekly interactions were taking place, supporting effective partnership working and progress on the project.

The Principal informed members that the College had taken the decision to temporarily close the Animal Care Unit following the unexplained deaths of aviary birds at the beginning of March. The situation within the Animal Care Unit had been very challenging for both staff and students. Technicians and lecturers had been required to manage the issues daily upon arrival on site. A visit from the Department for Environment, Food and Rural Affairs (Defra) had initially been anticipated; however, Defra subsequently advised that a visit was not required. The College had taken a cautious approach throughout.
The Animal Care Unit had been shut since 4 March in line with agreed procedures, and further investigations had been commissioned. While curriculum teams had needed to adapt provision, resulting in approximately four weeks of non-practical learning, it was not anticipated that this would adversely affect student achievement. The situation was being used as a learning opportunity to reinforce with students the realities of working in animal environments.
A Member queried whether the College had contacted local veterinary practices and whether similar incidents had occurred elsewhere on the Island, and if there were any reputational concerns.

The Principal confirmed that Defra and other relevant external bodies had been informed from an early stage. The primary concern related to the length of time taken to confirm a diagnosis, with test results still awaited. No similar incidents elsewhere on the Island were known. Additional precautionary measures were in place, including checks of roofs for wild birds and regular site inspections. The College had not been advised to contact Public Health.

The Principal highlighted that the College was managing a significant number of concurrent changes, including reforms to apprenticeships, developments in English and mathematics provision, SEND requirements and Level 1 consultation activity. A number of national policy developments were noted, which the College would need to respond to proactively. Key themes emerging from the Association of Colleges (AoC) were referenced and would inform whether a separate strategic response or assurance statement was required. The senior team was reported to be well equipped to manage the scale and complexity of these changes.

Governors were asked approve amendments to the College Strategy.

The Chair also suggested that the introductory narrative of the Strategy could place greater emphasis on inclusion. The Principal confirmed this would be taken forward following the afternoon's discussions.

The Vice Chair asked when Governors would have the opportunity to review student survey results in more detail. The Assistant Principal (Curriculum and Skills) confirmed that these would be presented to the Curriculum and Quality Committee in May.

The Designated Lead Governor for Inclusion asked about the practical implications of upcoming Special Educational Needs and Disabilities (SEND) reforms for the College.

The Assistant Principal (Education, Progress and Student Support) reported that the impact was expected to be significant, with SEND processes moving towards digitised individual plans, new statutory requirements and revised Ofsted benchmarks. The College currently supported 239 learners with Education, Health and Care Plans (EHCPs), with this figure forecast to exceed 300 in the next academic year. While coverage was expected to increase, funding was not anticipated to rise proportionately, presenting a substantial financial challenge for both schools and colleges.

It was agreed that SEND reforms should be considered as a detailed deep dive by the Curriculum and Quality Committee, with recommendations to be brought back to Corporation. A SEND headline summary was to be placed in the Reading Room.

The Corporation NOTED the report and APPROVED the amended Strategic Plan 2024-2030.

112/26 ENGLISH AND MATHS PERPORMANCE REPORT
The Vice Chair of Curriculum & Quality Committee spoke to the scrutiny undertaken on the English and Maths Performance Report at its meeting a week prior. The paper had been updated to reflect the questions raised and responses from the Head of Learning (HoL).

The Corporation NOTED the report, were ASSURED on interventions in place and ALERTED to current and predicted achievement.

With the permission of the Chair, the agenda was taken out of order.

113/26 3As REPORT CURRICULUM AND QUALITY COMMITTEE
The Chair of the Curriculum & Quality Committee presented the Committee's 3As (Assure, Alert, Action or Approve) to Corporation. The Committee had received and scrutinised the report of English and Maths performance. The Committee had asked that acronyms were spelled out in full for clarity and that all papers be clearly paginated. It was also reported that the new Head of Quality would be attending the Committee's meetings going forward.

The Committee Chair reported on a recent Association of Colleges (AoC) network meeting, advising that the slides (available in the Reading Room) provide a helpful overview of the national picture, including current Ofsted themes. She reported that discussion had focussed extensively on curriculum development and its impact at school level, with emphasis on how curriculum intent and implementation were translating into measurable outcomes.

The Corporation was ALERTED to:

- The English and Maths achievement and progress report including November GCSE resits; and
- The Balanced Scorecard and key risks requiring ongoing scrutiny: attendance, achievement in English and Maths, retention, and staff recruitment challenges

The Corporation was ASSURED on:

- That the minutes of the meeting held 3 December 2025 were approved as a true record;
- Monitoring of Matters Arising to March 2026;
- The Termly Safeguarding Report including an update on franchise provisions and alerted to draft Keeping Children Safe in Education (KCSIE) 2026 guidance and consultation;
- The Teaching, Learning and Assessment Report and alignment with the Ofsted Framework and alerted to areas for development: attendance, punctuality and high expectations; inconsistent lesson planning, objectives and structured starts; and inclusive questioning, scaffolding and adaptive teaching;
- The Termly Inclusion Report;
- The Information, Advice and Guidance (IAG) Report and that the College has successfully met the Matrix Standard;
- The Adult Provision and Lifelong Learning Report; and
- The Work Placements Report

The Corporation APPROVED:

- The Curriculum Development and Growth Strategy 2024-2030; and
- The Public Sector Equality Duty Report March 2026.

The agenda returned to order.

114/26 WORKLOAD GROUP FEEDBACK AND CHARTER UPDATE

The Head of HR (Human Resources, People and Culture) joined the meeting and provided an update on the Workload Review. It was reported that approximately 30 workload focus groups had been held, with positive staff engagement. Two Task & Finish Groups had drafted a paper based on the feedback, which has been considered by the Senior Leadership Team (SLT). While further work was required, SLT has shared feedback on the proposals and both Task & Finish Groups have been asked to review the workload charter proposals and associated suggestions further. SLT will revisit the work to ensure alignment with staff views.

The Chair highlighted the key themes emerging from the paper and noted that workload solutions need to be considered over a longer-term period. Discussion took place on whether a costed three-year plan was required, rather than a non-costed “wish list”, to enable monitoring and prioritisation.

The Chief Operating Officer and Deputy CEO advised that the outputs from the workload focus groups currently represent a comprehensive wish list, with initial costings indicating that full implementation would exceed £1m. A process of prioritisation was therefore underway, with the wish list shared with the trade unions to help identify actions that would have the greatest impact and best value for money. It was noted that some low-cost “quick wins” had already been implemented, while other items required further consideration or may not be feasible. It is anticipated that proposals would need to be phased across a three-year plan, with union support sought as part of this process. Alternatives and less costly solutions were also being explored where possible.

Members noted examples of tangible progress already made, including infrastructure improvements across the campus. Issues identified during focus groups, such as machinery impacts on teaching spaces, have led to rooms being repurposed for desktop PCs and the creation of a new computer lab in J Block, alongside improved utilisation of other areas of the site. The Chief Operating Officer and Deputy CEO described the overall process as positive, with tangible outputs already evident.

The Chair stressed the importance of balancing cost against impact, noting that high-cost items should not be discounted solely on financial grounds if they deliver significant benefit. Discussion also took place on how improvements in workload could be measured over time, including whether benchmarking or perception-based measures could be used to evidence impact and remind staff of actions taken.

The Chief Operating Officer and Deputy CEO reported that while workloads remained busy across teams, extensive unpaid additional hours were not generally being worked, and time off in lieu (TOIL) was being taken where appropriate. Members were advised that targeted support was being applied where required and that blanket assumptions should be avoided. The work on workload has been ongoing since 2024 and, while progress has been made, further continuous improvement was required, with prioritisation across the organisation essential.

A Member queried the significance of staffing and resourcing as a major workload driver and its relationship to attendance. The Chief Operating Officer and Deputy CEO confirmed that staffing and remission were among the main high-cost pressures, particularly where staff take on leadership or quality assurance responsibilities. It was noted that remission had reduced over time, leading to pressure on key roles such as Lead Internal Quality Assessor (IQA). Members were advised of plans to establish a Teaching Excellence Team, including remission for at least four roles, to strengthen teaching, learning and assessment across the college. Digital literacy was highlighted as a consistent issue raised in both staff and student focus groups, with investment required to support staff digital skills and improve learner engagement. Attendance was acknowledged as a contentious area requiring further SLT discussion.

A Member referred to previously reported long-term sickness absence of 20%. The Head of HR (People and Culture) confirmed this had reduced, with three staff previously absent long term: one having returned, one resigned, and one ongoing tribunal case. Assurance was provided that attendance remains a priority for HR, with short-term absence monitoring to be strengthened over the next 12 months. Support mechanisms, including Occupational Health involvement and phased returns, were in place.

A Member noted that workload pressures would continue to evolve and asked whether champions might be introduced for key practices. The Assistant Principal (Curriculum and Skills) confirmed this would form part of the Teaching Excellence model. The Chief Operating Officer and Deputy CEO added that bespoke digital technologist support, linked to the Teaching Excellence Team, was being considered despite additional cost, as it was viewed as necessary.

The Corporation NOTED the report, was ALERTED to the establishment of Workload Focus Groups and Workload Charter Task and Finish Groups, and was ASSURED on progress to date.

The Head of HR (People and Culture) left the meeting.

115/26 3As REPORT AUDIT & RISK COMMITTEE

The Chair of the Audit & Risk Committee presented the Committee's 3As (Assure, Alert, Action or Approve) to Corporation. She reported that the meeting was straightforward and covered a wide range of matters. There were no issues of significant concern identified and the Committee discussion had taken a broad perspective, noting the strong management arrangements, effective leadership, and robust systems currently in place.
The Committee had received assurance that audit and risk activities were being undertaken appropriately and in line with expectations, with comprehensive coverage across relevant areas.

The Corporation was ALERTED to:

- The GDPR (General Data Protection Regulation) Report and the one breach reported;
- The Freedom of Information (FOI) and Subject Access Request (SAR) Report, and the two FOI requests reported on;
- The Internal Audit Reports for visits one and two, and assured on the outcomes: Anti-Fraud and Whistleblowing Framework (Substantial assurance); Estates Management (Substantial assurance); and Curriculum Planning (Substantial assurance);
- The Risk Register and assured on mitigations in place; and
- The Annual Review of Contracts and ASSURED on the College's procurement approach.

The Corporation was ASSURED on:

- That the non-confidential minutes of 26 November 2025 were approved as a true record;
- Monitoring of actions and Matters Arising to February 2026;
- Monitoring of the Audit Issues Log to February 2026; and
- The MPM (Managing Public Money) Assurance Report.

The Corporation APPROVED:

- The Risk Management Policy and Risk Appetite Statement;
- The Financial Regulations and Financial Procedures;
- The Expenses Policy; and
- The Review of the Performance of the Internal and External Auditors.

116/26 3As REPORT FINANCE AND RESOURCES COMMITTEE
The Chair of the Finance & Resources Committee presented the Committee's 3As (Assure, Alert, Action or Approve) to Corporation. She reported on a constructive and wide-ranging meeting of the Committee.

The Committee had discussed proposed changes to the Health and Safety Policy and considered the outcomes of the FE Colleges Data Collection Survey, noting that the College's results were less positive than anticipated. The Estates Strategy was highlighted as a particularly thorough and impressive piece of work.

There was extensive discussion on pay and reward matters, although it was noted that some aspects had since been overtaken by events. The Committee had reflected on the complexity of pay awards, particularly given that a significant proportion of staff were employed on or close to the National Minimum Wage (NMW), which presented challenges in achieving proportionality. It was noted that regional union representatives had adopted a more direct approach during the dispute than local representatives.

The Committee reviewed the HR Report positively and received the Annual Information Technology (IT) Report, which was also well received. Particular interest was expressed in the College's use of Artificial Intelligence (AI)-enabled closed circuit television (CCTV) cameras and the broader embedding of AI across support services and teaching, which was seen as advanced and sector-leading.

The Monthly Finance Report was included on the agenda for later consideration. Overall, the meeting was described as constructive, with positive and thoughtful discussions.

The Chief Operating Officer and Deputy CEO provided an update on the DfE legal charge, confirming that while the College was not yet in a position to finalise the charge, work continued with legal advisers. The Committee Chair explained the background to the legal charge and confirmed that earlier concerns had largely been resolved. The Principal advised that a small working group, comprising representatives from both legal teams, was continuing discussions to reach agreement.

The Corporation was ALERTED to:

- The Staff Pay and Conditions Report.

The Corporation was ASSURED on:

- That the non-confidential and confidential minutes of 8 October 2025 were approved as a true record;
- Monitoring of actions and Matters Arising to February 2026;
- The Termly Condition Survey including sustainability, AoC roadmap, and carbon and energy reporting;
- The Termly Capital Projects Report;
- The Digital Infrastructure and Cybersecurity Annual Report;
- The Monthly Finance Report, Management Accounts to January 2026, and Forecast; and
- The Termly HR (Human Resources) Report and alerted to staff dismissals, the update on the trade dispute, and the Employment Rights Act 2025.

The Corporation APPROVED:

- The Health & Safety Policy;
- The College Estates Strategy 2025/26 – 2030;
- The signing of the DfE Legal Charge by the relevant signatories once finalised; and
- The Pay Framework Policy and Procedure

With the permission of the Chair, the agenda was taken out of order.

117/26 BANKING MANDATES

The Corporation APPROVED the following changes to the Banking Mandates:

- To remove Ros Parker and add the new Director of Finance upon commencement at the College in May;
- To remove Fidelma Washington as an administrator and add the new Director of Finance upon commencement at the College in May.
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With the permission of the Chair, the agenda was taken out of order.

118/26 FEEBDACK FROM AOC NETWORK MEETINGS
The Chair and Vice Chair reported on attendance at the Chairs and Vice Chairs AoC Network meeting. The Chair noted messages from the FE Commissioner, including commentary on the importance of Chairs not remaining in post for extended periods and consideration of succession planning and appropriate support for Chairs. Discussion had also covered the National Chairs' Council (NCC), with emphasis on the need for colleges to work collaboratively at regional and national levels to avoid isolation. Equality, Diversity and Inclusion (EDI) featured prominently in the discussions.

The Interim Director of Finance joined the meeting at this point.

The Vice Chair provided an update on the NCC's developing strategic framework, which aimed to strengthen peer-led collaboration regionally and to promote an independent governor voice through the professionalisation of boards and sharing of good practice. There was discussion on Chair workload and the increasing burdens associated with the role, alongside the challenge of recruiting diverse board members, including working individuals and those with caring responsibilities, rather than relying predominantly on retired or semi-retired governors. It was noted that some practices discussed, such as the use of a Balanced Scorecard, were already in place at the College.

The Chair commented that it was helpful to hear perspectives from other colleges and to understand shared national and regional concerns. The meeting had also noted work being undertaken by the AoC President on articulating the economic and social impact colleges make as anchor institutions, including contributions to employers, communities and local economies, as well as student outcomes. It was recognised that this impact was bespoke to each college.

Members were advised that materials and slides presented at the meeting were particularly impressive, especially in demonstrating employment opportunities and supply-chain impact. It was suggested that this work could be valuable in supporting the College's understanding and articulation of its wider impact on the Island.

The agenda returned to order.

119/26 MONTHLY FINANCE REPORT, MANAGEMENT ACCOUNTS, LATEST ESTIMATE
The Interim Director of Finance presented the Monthly Finance Report, Management Accounts, and Forecast. The Management Accounts for February 2026 were provided with the key points as follows:
1) The forecast surplus for the year has improved to £725k (£1,496k EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortisation). EBITDA/Educational Turnover is forecast to be 7.1% above the FE Commissioner benchmark of 6%. The gain from budget is primarily the result of savings on unfilled vacancies.
2) Cash held at 28 February 2026 was £7,971k equivalent to 150 cash days (with £3,500k being placed on deposit for 3 months to earn higher interest and the remainder on overnight deposit). The College's uncommitted cash holding is £3,534k after all committed capital projects short term and working capital liabilities (this includes items such as the payroll and unspent student bursaries). The College's debt is £2,845k.
The surplus position is required as it allows the College to repay the loan and make £650k of capital investment each year to maintain the buildings and teaching equipment. The surplus includes profit of £487k pa on remote learning which may be temporary.
3) All banking covenants are currently forecast to be achieved.

4) The College's financial health ratios are provided in Appendix 4 and performance against the Financial Strategy KPIs is provided in Appendix 8. The forecast EBITDA improvement would move the College to Outstanding financial health. Whilst staff costs to income is 69% (compared to the FE Commissioner benchmark of 65%) the College exceeds the EBITDA benchmark of 6%. However, this is a result of remote learning provision (contribution of £487k) which adds 2.3% to EBITDA. Were this to be terminated (through devolution) and could not be replaced with Island based provision the EBITDA percentage would drop to 5%. The College has higher debt vs turnover in comparison to the sector and serves the Island (requiring a larger estate in comparison to turnover compared to the mainland increasing asset investment required overall). The 6% EBITDA benchmark is reasonable over the long-term to maintain the College and caution is required when considering 2025-26 results which may reflect provision that will change adversely.
5) The month seven (R07) student funding reports provide a positive picture on each contract compared to budget. However, the 16-19 year old funding announcement was a poor settlement for the sector (being a 0.5% increase in the unit rate with a reduction in T level funding rates). The adult funding settlement has not been announced (but it is likely to be a reduction in rates).

The Interim Director of Finance highlighted savings arising from staffing vacancies, improvements in apprenticeship performance, and better treasury management. Members were advised that the funding outlook for the next financial year was expected to be more challenging, with continued sector uncertainty following recent DfE funding announcements. Adult education funding was noted to be under increasing pressure. It was reported positively that learner numbers were currently exceeding expectations, and that the introduction of a new toolkit next year should provide earlier warning of emerging risks.

A Member observed that the College was performing strongly against budget and noted that previous discussions had focussed extensively on whether the College could reach its EBITDA target. Members reflected that current performance exceeds earlier expectations, partly due to ongoing recruitment delays and unfilled vacancies. It was suggested that this should be factored into future budget assumptions, recognising that full establishment costs are not incurred consistently year-on-year. Discussion also took place on the extent to which the surplus includes non-recurrent factors, such as changes in delivery models, and the potential implications of future devolution.

The Principal advised that a Mayoral Authority was not expected to be in place until 2028, although a Chief Executive has been appointed and preparatory work commenced. Work was progressing with the Employment and Skills Board and the Local Authority to develop an Adult Skills Plan, which would inform future funding levels, qualification types and delivery models. It was noted that the intention was to retain Adult Skills funding on the Island, albeit with a shift away from distance learning. The Assistant Principal (Curriculum and Skills) confirmed that capacity had been established within the College to lead the Adult Skills agenda and ensure the College remains the principal provider. Members noted that early engagement was essential to influence future arrangements, and it was reported that the Chief Operating Officer and Deputy CEO was also contributing through the Growth and Prosperity Board.

The Chair commented on the current strong financial position, noting the projected surplus of £725k, and queried how the College intends to deploy this resource effectively, rather than holding it solely as contingency. The Chief Operating Officer and Deputy CEO advised that there were numerous competing priorities and that a paper later on the agenda would address proposed investment areas, including items from the agreed wish list.

Discussion took place on longer-term priorities, including preparation for future capital development and the need to finalise equipment replacement plans. It was noted that using surplus to reduce debt should also be considered, where possible, to reduce ongoing servicing costs.

A Member cautioned against prioritising debt reduction above all else, noting that affordability rather than elimination of debt was key post-reclassification.

The Principal added that reducing debt had already released approximately £70k per annum, supporting recent pay awards, and emphasised the balance between reducing liabilities and enabling continued investment.

The Interim Director of Finance advised that while the College's debt was relatively high compared to the wider sector, there was an ongoing need to invest in infrastructure and maintain assets. Members were reminded that the positive financial position for 2025/26 was partly temporary, linked to vacancy levels that were unlikely to be sustained. Planning for a more challenging financial position next year was therefore essential.

In response to a query from the Chair regarding the year-end position, the Interim Director of Finance confirmed that the forecast was reviewed monthly and that there was currently no indication that the surplus would deteriorate; on the contrary, it had improved by approximately £200k. It was reported that apprenticeship declines had stabilised, high-needs pressures managed through discussions with the Local Authority, and curriculum changes had delivered staffing efficiencies. Members noted that further improvement may be achieved through cumulative marginal gains.

Members agreed that, given the non-recurrent nature of elements of the surplus, a clear, costed plan for deployment should be brought forward before the year end. The Chief Operating Officer and Deputy CEO confirmed that such a plan could be developed for consideration.

The Corporation NOTED and was ASSURED on the Monthly Finance Report, Management Accounts to February 2026, and Forecast.

120/26 DELAMITE LTD UPDATE

The Corporation received an update on the position of Delamite Ltd from the Interim Director of Finance. Members were advised that Corporation approval was not being requested at this stage. RSM UK Audit LLP had reviewed the current position and identified issues relating to Delamite's ability to proceed as originally intended. The proposed alternative is the creation of a value added tax (VAT) group, to be held for a period of approximately ten years, after which it would be terminated. It was noted that Delamite Ltd is not a going concern without the ongoing support of the College.

In light of the forthcoming change of Principal, the key issue identified was ensuring that appropriate arrangements were in place for both Delamite Ltd and the College to enable a safe and effective handover. It was emphasised that both the outgoing and incoming Principals should have sufficient assurance that they will not be personally liable for matters arising from Delamite Ltd.

It was noted that the Corporation may wish to provide a letter of indemnity, subject to appropriate legal advice, and consideration of whether a letter of comfort could or should be issued, including any interaction with existing insurance arrangements. Members were advised by the Director of Governance that relevant guidance exists within Managing Public Money (MPM) in relation to requirements concerning letters of comfort.

Members also discussed the governance risk arising from Delamite Ltd having only one director. Concern was expressed regarding director vulnerability during periods of dormancy, and whether the appointment of an additional external director should be considered. It was acknowledged that there may be difficulty in identifying suitable candidates and that, in some organisations, this role was fulfilled by an external legal executor. However, there was general agreement that the current position of a single director was not ideal.

It was proposed that a short, time-limited Task & Finish Group be established to consider the appropriate form and scope of any letter(s) of indemnity; legal advice requirements and associated costs; governance arrangements for Delamite Ltd, including director arrangements; and
a clear and timely plan of action.

It was confirmed that the Group should include the Principal, Chief Operating Officer and Deputy CEO, Interim Director of Finance, Chair of Corporation, and Chairs of the Audit & Risk, and Finance & Resources Committees, supported by the Director of Governance. It was noted that its work must proceed at pace, given that there were approximately 3 weeks before the Principal's exit.

Members supported the establishment of the Task & Finish Group and agreed that the immediate priority was obtaining legal advice on letters of indemnity, including consideration of equivalent indemnities for the outgoing Principal and any subsequent Principals.

It was noted that this was an historic issue and, while no criticism was attributed to any individual, members agreed that it was important to resolve the matter robustly for the benefit of future leadership.

The Corporation APPROVED the establishment of a Delamite Ltd Task & Finish Group comprising the Principal, Chief Operating Officer and Deputy CEO, Interim Director of Finance, Chair of Corporation, and Chairs of the Audit & Risk, and Finance & Resources Committees supported by the Director of Governance.

121/26 STUDENT GOVERNOR REPORT

The Student Governors provided an update on issues raised through engagement with the Student Executive. It was reported that concerns had been raised regarding the availability and condition of seating areas across the College campus. A meeting has been arranged with the Head of Facilities to discuss these matters. Specific concern was expressed about J Block, which was described as feeling gloomy and not well maintained, and it was proposed that this be raised with the appropriate colleagues.

Members welcomed and acknowledged the importance of student voice in informing estates and facilities priorities. Accessibility was highlighted as a key consideration. A Student Governor asked that any new or refurbished seating areas include accessible provision, including suitable spaces for wheelchair users and those with additional needs. Another Student Governor confirmed that accessibility had formed part of the considerations already raised.

It was noted that a walk-round of the campus had been undertaken with the Head of Facilities, during which under-utilised spaces were identified. Measurements had been taken and discussions were ongoing about how these areas could be used more effectively.

Members also discussed outdoor seating, noting the importance of suitable covering or shelter, particularly in poor weather. The Student Governor confirmed that options for outdoor coverings were being explored, with further consideration to be given alongside facilities colleagues' advice.

The Corporation NOTED the report.

122/26 MINUTES OF THE BOARD PORTAL TASK AND FINISH GROUP 10 FEBRUARY 2026

The Corporation NOTED the minutes.

123/26 DRAFT MINUTES OF THE BOARD PORTAL TASK AND FINISH GROUP 5 MARCH 2026

The Corporation NOTED the draft minutes.

124/26 DRAFT MINUTES OF THE EXTERNAL GOVERNANCE REVIEW TASK AND FINISH GROUP 3 MARCH 2026

The Corporation NOTED the draft minutes.

125/26 ANY OTHER NON-CONFIDENTIAL BUSINESS
There were no other business.

126/26 SELF-ASSESSMENT OF MEETING
The Chair requested feedback to be submitted outside of the meeting in order to prioritise time for the Part B agenda item.

Staff and Student Governors left the meeting at this point.

127/26 DATE OF NEXT MEETING
Wednesday 20th May 2026

128/26 INDUSTRIAL ACTION UPDATE AND PROPOSAL (CONFIDENTIAL)