



**Corporate Governance
Annual Report
2024-2025**

To be approved by the Governing Body on 31 March 2026

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All major documents are contained on the Governors' Website located via the main Middlesbrough College Website at www.mbro.ac.uk and they are also posted on the Governance Hub SharePoint site.

1 Purpose of the Report

To inform the Governing Body of its activities in 2024/2025, so that it is confident that it has met its statutory duties.

2 Composition and Membership

The Governing Body has previously agreed a composition to meet the requirements of the Instrument and Articles of Government and as part of this membership was increased to 23 as of 14 July 2022. The number of college governors at full capacity therefore was increased to 18. The Instrument and Articles were updated on 10 July 2025 with the same composition and membership arrangements in place.

Membership of the Governing Body has fluctuated slightly over 2024/2025 and was at 21 as of 31 July 2025.

The membership as of 1 August 2025 returned to 23 Governors with two appointments (Gillian Dobson and Peter Neal).

New Appointments (2024-2025 Academic Year)

Member	Category	Date of Appointment
Olivia Rose Manners	Student President Governor	1 August 2024
Marina Gaze	College Governor	21 October 2024
Sharon Lane	Co-opted Governor (moved from College Governor)	21 October 2024
Mark Wells	College Governor	16 December 2024
Asma Shaffi	Co-opted Governor	16 December 2024
Asma Shaffi	College Governor (moved from Co-opted Governor)	10 July 2025

Re-appointments (2024-2025 Academic Year)

Member	Category	Date of Re-appointment
Taylor Edgcombe	Student Governor	1 August 2024
Morgan McClintock	College Governor	19 October 2024
Petrina Lynn	College Governor	22 March 2025
David Budd	Co-opted Governor	13 July 2025

Resignations (2024-2025 Academic Year)

Member	Category	Date of Early Resignation/Reason if appropriate	Date of End of Term of Office
Malcolm King	Co-opted Governor	4 December 2024	10 July 2028
Beverley Murphy	College Governor	1 May 2025	30 September 2028
Iain Wright	College Governor	3 June 2025	13 December 2025
Matthew Lamb	College Governor	11 July 2025	31 July 2026

The current Governing Body composition was last updated in March 2026 and this will be updated further in July 2026. *It is currently at 22 out of a possible 23 members.*

3 Governing Body and Committee Attendance

An overview of Committee and Governing Body attendance for 2024/2025 is detailed in **Appendix 1**. During 2018/2019 the Governing Body made a change to the Attendance Policy, thereby removing individual benchmarks for attendance, so these are no longer presented, although individual attendance is shared with governors as part of their annual individual meetings.

The overall attendance figure is reported below for information and is a slight decrease on the previous year. Attendance remains a focus for the Areas for Improvement with the Search and Governance Committee regularly discussing ways of improving this.

Meetings during 2024/2025 were held in College and were hybrid in nature with those unable to attend in person coming in through Teams (although the majority of governors did attend in person).

2024 / 2025 72%
2023 / 2024 75%
2022 / 2023 79%
2021 / 2022 77%
2020 / 2021 84% (All meetings remote due to Covid)
2019 / 2020 74% not including Covid meetings / 78% including Covid
2018 / 2019 76%

Attendance figures above do **not** include Co-opted Governors, as their statistics are reported separately.

Attendance figures only include formal meetings of the Governing Body and Committees, and do not reflect attendance by link governors at other meetings, such as Employer Liaison Boards, Health and Safety Meetings etc. These were reported upon at the July meeting of the Governing Body.

Total Number of Formal Meetings during the academic year 2024-25

Year	Number of Meetings held
2024/2025	28
2023/2024	27
2022/2023	27
2021/2022	28
2020/2021	25
2019/2020	30
2018/2019	21

To note – all meetings of the Governing Body Board were quorate during 2024-2025.

The Attendance Policy was updated in 2025 as per the three year review cycle and is attached in **Appendix 2**.

4 Committee Structure

The Committee Structure at the start of the Academic year 2024-2025 is detailed below.

Committee	Notes
Appeals Committee (Senior Postholders)	<i>Meets as and when required.</i>
Audit and Risk	4 meetings per year.
Corporate Services	3 meetings per year.
Employer Voice	2 meetings per year
Higher Education	2 meetings per year
Governing Body	4 meetings per year
Strategic Planning	2 meetings per year
Training / Development Meeting of the Governing Body	1 meeting per year
Remuneration	1 meeting per year and ad hoc as required with 2 being held in 2024-2025
SAR Validation Meeting	1 meeting per year
Search and Governance	3 meetings per year
Selection (Senior Posts)	<i>Meets as and when required</i>
Settlement	<i>Meets as and when required</i>
Special	<i>Meets as and when required</i>
Curriculum and Standards	4 meetings per year (includes Curriculum Planning joint meeting with Governing Body in place since June 2021)

The Committee Structure is regularly considered by the Search and Governance Committee and remains fit for purpose.

Rob Davies being due to stand down as Chair of Governors on 31 July, 2025, at the end of his extended term of office, the election of a new Chair of Governors was instigated on 24 March 2025. Laura Woods was appointed from 1 August 2025 to 31 July 2027 (confirmed at the 10 July 2025 meeting of the Governing Body).

R Davies took on a co-opted governor position as of 1 August 2025 on a two-year, fixed-term basis to support the incoming Chair and also remain as key finance link governor.

After a nomination/elective process in March 2024-July 2024, Petrina Lynn was reappointed as Vice Chair for a further two years, from 1 August 2024 to 31 July 2026.

Committee Chairs and Vice Chairs are elected on a two year cycle or more regularly as required. The postholders as at 10 July 2025 were as follows:

Committee	Chair	Vice Chair
Audit and Risk	Rachel Anderson (as of 10 July 2025) Iain Wright up to 3 June 2025	Rachel Anderson up to 9 July 2025 Iain Wallace (as of 10 July 2025)
Corporate Services	Jane Castor	Sara Mirsalehi
Employer Voice	Sharon Lane	Rachel Anderson
Higher Education	Morgan McClintock	Petrina Lynn
Remuneration	Sarah Mirsalehi	Petrina Lynn
Search and Governance	Rob Davies	Petrina Lynn
Curriculum and Standards	Petrina Lynn	Marina Gaze as of 21 October 2024

(see **Appendix 4 for Committee information**).

Ad hoc Committees (meet only as and when required)

Committee	Chair	Vice Chair
Appeals (Senior Postholders)	Chair of Corporate Services Vice Chair of Governors	Vice Chair of Governors
Selection (Senior Posts)	Chair of Governors	Vice Chair of Governors
Settlement	Chair of Governors	Vice Chair of Governors
Special	Vice Chair of Governors	Chair of Corporate Services

5 Committee Membership

The Committee Membership as at 31 July 2025 is detailed in **Appendix 3**. Further changes were made post 1 August 2025 (Appendix 4).

6 Calendar of Meetings

The calendar of meetings was agreed by individual committees during the end of the spring term and early into the summer term 2025.

7 Standing Orders

The Governing Body has devised a set of Standing Orders, approved 17 October 2022. These were reviewed and approved on 22 October 2025 as part of its regular cycle.

8 Terms of Reference

The Governing Body has devised a set of Terms of Reference (ToR), which were fully reviewed during the summer term of 2025 for all Committees and approved at the 10 July 2025 meeting. The exception to this was the Remuneration Committee, whose ToR were reviewed in December 2025. The next general review will be in summer 2028 (or earlier if required).

The Audit and Risk Terms of Reference are considered annually (and approved most recently on 10 July 2025).

As part of the Code of Governance requirements, the Governing Body has reflected on how the Committees have met their Terms of Reference, and whether they remain fit for purpose. This was debated at the Governing Body meeting on 10 July 2025 when it was agreed that the Committees had fulfilled their ToR.

9 Register of Members' Interests and Eligibility Declaration

The Governing Body has previously agreed that it wishes to review declarations on an annual basis (in July) for Governors and Co-opted Governors, and this information is held manually and electronically by the Clerk to the Corporation.

Individual Governors must also report changes to their Register of Interests in-between annual updates, so that they can be recorded on the Register of Interests, which is available from the Clerk to the Corporation.

Declarations of Interest for Governing Body meetings are recorded at the meeting and cited in the minutes.

The Register of Interests Policy was updated and approved by the Governing Body via Written Resolution on 12 June 2025 alongside the wider Conflicts of Interest Policy.

10 Governance Training Activity

Governance Training activity for the academic year 2024/2025 is attached in **Appendix 5** for information.

All training is recorded by the Clerk to the Corporation and then reported to the Search and Governance Committee and Governing Body termly.

11 Governance Training Plan 2025/2026

The 2025/2026 Governance Training Plan was approved on 10 July 2025 following a recommendation from the Search and Governance Committee and is attached in **Appendix 6** for information.

12 Code of Governance

The Governing Body initially adopted the Foundation Code of Governance on 9 May 2012 and then adopted the new AoC Code of Governance on 15 October 2015, which was then re-approved annually for the consecutive three years.

On 15 July 2019 the revised AoC Code of Good Governance was approved for adoption (including Annex 1 – The Senior Post Holders Remuneration Code). Annex 2 (The Code of Governance – Model Statement on the Non Adoption of the HE Senior Staff Remuneration Code) was subsequently approved on 17 October 2019. As part of the requirement for the Remuneration Code, the Remuneration Committee were obliged to produce an annual report, which is in **Appendix 7** for information.

The Code of Governance was further refreshed by the AoC during 2021-22 and the update approved by the Governing Body on 21 March 2022.

There was then a full revision by the AoC in 2023 which was adopted by the Governing Body on 18 March 2024. This is currently in use, as of 1 August 2024. Adherence to the Code was formally reported to and approved by the Governing Body as per standard process on 22 October 2025 (after the annual detailed mapping exercise completed by the Search and Governance Committee in October 2025)

13 Public Interest Disclosure Procedure

The Governing Body approves the Public Interest Disclosure Procedure (*Whistleblowing*) at least every three years. The last approval was on 16 December 2025, with the next update scheduled for December 2028.

The Clerk to the Corporation also provides the Governing Body with an annual update of any incidents reported, with the 2024/2025 review being acknowledged by the Governing Body at its meeting on 22 October 2025. There was one disclosure received during 2024-2025 which was investigated and reported to the Chair of Audit and Risk, Chair and Vice Chair of Governors. Additionally, the VP of Human Resources kept the Governing Body updated over the year with verbal updates to her regular reporting as appropriate. The allegation has moved to an Employment Tribunal Claim and updates/outcomes will be reported to the Chair of Audit and Risk/Chair and Vice Chair of Governors as required. The information was also declared on the Regularity Self Assessment questionnaire.

14 Equality, Diversity and Inclusion

The Governing Body regularly reviews Equality, Diversity and Inclusion at each of its meetings, and also receives an Annual Report, with the 2024/2025 version having been approved on 17 December 2025.

The Equality, Diversity and Inclusion Annual Report outlines the progress being made, with further updates reported via the Equality and Diversity Update Report, which is discussed at every Governing Body meeting.

Equality, Diversity and Inclusion policies and their approval dates are detailed below:

	Date Approved	Next Approval
Equal Pay Statement	30 June 2025	9 July 2026
Equality, Diversity and Inclusion Statement and Policy	10 July 2025	9 July 2026
Equality, Diversity and Inclusion Annual Report (including Strategic Overview)	17 December 2025	16 December 2026

The Governing Body has a Link Governor, and the role has been held by Sara Mirsalehi since October 2019.

The Link Governor attends Equality, Diversity and Inclusion Committee meetings and supports the College internally and externally.

15 Health and Safety

The Governing Body regularly reviews Health and Safety at each of its Governing Body meetings and also receives an Annual Report, with the 2024/2025 version having been approved on 22 October 2025.

The Health and Safety Annual Report outlines the progress being made, with further updates reported via the Health and Safety Termly Update, which is discussed at every Governing Body meeting.

The Health, Safety and Welfare Policy is also updated annually, with the last approval on 10 July 2025.

The Governing Body has a Link Governor, a role occupied by Phil Sharp since October 2022.

The Link Governor attends Health and Safety Committee meetings and supports the College internally and externally.

16 Search and Governance Committee

The Search and Governance Committee does not produce an annual report, as detailed under the Code of Governance, but does ensure through its Terms of Reference (*below*) that it addresses key aspects of governance:

To make recommendations on the composition and membership of the Governing Body, Committees and the appointment of Link Governors (*where appropriate*) to ensure breadth of experience and skills and appropriate succession planning.

To make recommendations on governance policies and procedures including the:

- Governor Nomination Process.
- Skills and Competency Framework.
- Election of the Chair / Vice Chair of Governors
- Governor Induction Programme
- Governors Attendance Policy
- Governors Code of Conduct
- The Corporation's Conflict of Interest Policy
- On-going training of Governors and Co-opted Governors

To develop an annual training plan for College Governors, Staff Governors, Student Governors and Co-opted Governors and to keep this under review.

To keep under review the Governance Framework and make recommendations to the Governing Body for improvement

Lead on the Governing Body's Self Assessment and Areas for Improvement Action Plan

To lead the tri annual External Review process (including determining the provider, scope, sign off of the resulting draft report, and ensuring that any actions are monitored through the Self Assessment process).

The Search and Governance Committee is also responsible for the recruitment and training of Governors and works within the frameworks laid down in a number of key documents, as detailed below:

	Date Approved	Next Approval
Background Information for Governors	13 March 2023	March 2026
Governor Induction Programme	18 March 2024	March 2027
Governor Nomination Process	13 March 2023	March 2026

The Governor Induction Programme was further updated by the Search and Governance Committee in 2024 to accommodate a more formal mentoring support route and approved on 18 March 2024.

The Search and Governance Committee also discuss the training of Governors, either individually or collectively, and ensures that training is co-ordinated and meets the needs of the Governing Body. Regular reports are shared with the Search and Governance Committee, as part of the termly Governance report for all Governors, with an annual update shared within the Corporate Governance Annual Report.

Any decisions to recruit are initially discussed by the Search and Governance Committee prior to any decisions by the Governing Body. This process is managed by the Clerk to the Corporation, with regular updates communicated through the Search and Governance Committee minutes, Governance Updates or Weekly Governance Email.

At the Governing Body meeting of 17 October 2019, it was agreed to involve all governors and co-opted governors in expressing their views of potential governors with the use of an emailable form. This is now used in all interviews for College Governors and is attached in **Appendix 8**.

The Clerk to the Corporation also ensures that all new Governors are appropriately inducted and supported through their first twelve months of appointment, with appropriate pre-employment checks being carried out as appropriate.

The Clerk to the Corporation also ensures that any re-appointments are in line with the agreed policy of College Governors and/or Co-Opted Governors serving a maximum of two terms of four years (unless by exception), as agreed in 2011.

17 Link Governors

In addition to the key roles of Chair of Governors, Vice Chair of Governors and Committee Chairs, the Governing Body has allocated a number of key roles to Governors so that they can support other Governors and also support staff, where necessary.

The Link roles were further reviewed during 2023-24 to reflect Governor changes and also to ensure greater relevance to the needs of the College with clearly defined expectations of role members and lead officers.

At the final meeting of the board each year (July) there is a dedicated one line agenda for Link Governors to report to the Governing Body.

As at 31 July 2025

Role	College Governor
Digital	Dominic Lusardi
English and Maths	Marina Gaze / Jon Tait
Equality and Diversity	Sara Mirsalehi
Finance	Rob Davies
Health and Safety	Phil Sharp
Higher Education	Morgan McClintock
Leadership and Management	Rob Davies
Teaching, Learning and Assessment (including provision types of Study Programmes/Apprenticeships and T Levels)	Jon Tait / Marina Gaze
Personal Development, Behaviour and Attitudes	Petrina Lynn
Safeguarding / Prevent	Andy Hassack
International	Phil Sharp
Information, Advice and Guidance Student Voice	Petrina Lynn
Skills Measure and Employer Engagement	Sharon Lane
Adults	Sara Mirsalehi
Sustainability	David Budd

18 Governance Self-Assessment (including External Governance Review)

External Governance Review

The DfE Guidance on the new requirement for External Reviews stipulates that an external review must take place by July 2024 at the latest and every three years thereafter.

As approved by the Governing Body on 14 July 2022, an External Governance Review was commissioned from the AoC. This took place between 9 January 2023 and 28 April 2023 (led by R Lawson) and a full report was shared with the Governing Body and an Action Plan approved.

The final report was very positive overall, showing a highly effective Governing Body with the achievement of the highest of the three overall judgements. The conclusion of the review on Board effectiveness was: ***‘There is strong evidence that the Board is highly proficient and consistently impacts positively on college strategy, effectiveness, and outcomes.’***

Both documents are available on the College website for information: [Governance Reports | Governance | Middlesbrough College \(mbro.ac.uk\)](#)

The seven main recommendations from the External Review report are detailed below:

- 1. Recruit more governors to the audit committee.** The committee is effective and very well chaired, but is short of numbers and needs more relevantly-qualified governors to ensure the college’s outstanding approach to risk management isn’t diluted.
- 2. Improve the student voice on the Board and awareness of the student experience.** Attendance by a student governor was described as patchy and more needs to be done to ensure governors meet more students, increasing their knowledge of the college, the student experience and increasing opportunities to triangulate.
- 3. Explore how to improve the presentation skills of some managers:** Some managers were observed simply reading out reports rather than summarizing a report, drawing out salient points and then asking for questions.
- 4. Look to see if changing dates/times of meetings could improve attendance.** Last measurement of overall attendance recorded was 77 per cent, with a fall from 84 per cent the previous year. Worth exploring whether changing days and/or times would improve governor attendance.
- 5. Explore how to improve report writing so background information is more succinct and to the point.** This would ease the burden on busy governors who struggle to read through and understand 200+ pages of agendas, minutes and papers before meetings.
- 6. Think about how interaction between governors could be improved.** Several governors in interviews – and through the survey – said they wanted to know more about their fellow governors, and to feel more like a team.
- 7. Start planning to recruit a new Chair.** The current Chair is popular and well-respected on the Board and has extended his term of office – however, he will step down from the Board in 2025 and a recruitment process needs to start to replace him.

The three further recommendations within the report (which also form part of the action plan) are:

- 1. Ensure any new governors are assimilated quickly into the culture of the board and college**
- 2. More explicit collaboration/linkage into other Committees**
- 3. Triumvirate meeting diarised**

The actions are fully attended to and monitored through the Governance Areas for Improvement 2024-2025 (**at Appendix 10**). There were no new areas to address, with many of the recommendations already in the Areas for Improvement document. This was reassuring and suggests the Governing Body knows itself well.

The Search and Governance Committee oversaw detailed monitoring of progress, with regular reporting into the Governing Body. Positive progress has been made in the majority of areas as part of the Areas for Improvement.

Progress against the actions from the review was considered in detail by the Search and Governance Committee at its October 2025, meeting where it was confirmed that of the main recommendations:

- Four were **achieved**
- Two were **on track** (to note reports and presentations were combined)
- One was **off track** – attendance

Plans were developed to support ongoing improvements into 2025-2026.

The second External Governance Review has been organised for February – May 2026, again by the AoC after consideration by the Search and Governance Committee at its June 2025 meeting and confirmed by the Governing Body at its 10 July 2025 meeting.

Governance Self Assessment

The Governing Body undertook a review of its own performance in 2024-2025, and this included feedback from discussions at the Governing Body meetings on 21 October and 16 December 2024.

1:1 meetings were also held with all Governors in July 2025 with pre meeting forms sent out, tailored for the different cohorts of the Governing Body – those of Governors, New Governors and Co-opted Governors.

An additional form was sent out with the pre-meeting forms about the performance of the Chair of the Governing Body. This was received confidentially by the Vice Chair of Governors and Clerk to the Corporation. A further form for July 2025 only was sent in respect of priorities for the new Chair (as of 1 August 2025).

The 2024/2025 Governance Self-Assessment was approved by the Governing Body at its meeting on 17 December 2025, with the following grades agreed and Areas for Improvement for 2025-2026 being identified.

	SAR 2024/2025
Overall Effectiveness	Good
Leadership and Management	Good

The Search and Governance Committee continue to be briefed on progress against the Areas for Improvement (2025/2026), and the first review took place on 26 January 2026, with a further review scheduled for 14 May 2026, which will result in further changes by 31 July 2026

Areas for Improvement 2025/2026 (as at January 2026)

The format of the areas for improvement was significantly changed during 2022-23 to better align with the College and Department Areas for Improvements document which has improved the ease of monitoring and effective reporting.

The Areas for Improvement (and associated Areas for Development) are available at **Appendix 10**.

19 Governance Performance Indicators 2024-2025

The Governing Body refined its Governance Performance Indicators over time, with the Search and Governance Committee considering them annually at their Spring meeting. The results for 2024-2025 are attached at **Appendix 9**.

All but two areas were achieved by December 2025: **Attendance/participation**, which remained '**off track**' at 72%. This was discussed in detail at the October meeting, with agreement that the overall target of 80% should remain, but with acknowledgement that given the high number of full-time working governors, this was an aspirational target.

- **Ensure good governance supports the College in the development and delivery of its 5 year strategic plan**, which remains '**on track**' with performance generally above national rate in most cases, and demonstrating year-on-year improvements where this is not the case.

20 Management Information

During the 2024-2025 academic year, the Governing Body received regular management and associated information from the Clerk to the Corporation, including:

- Weekly Bulletins which include:
 - Articles of Relevance and Importance e.g. FE Week
 - Government and Funding Body Publications
 - AoC Briefings
 - Regular Principal/CEO and SLT updates
- Regular updates as required via email

21 Skills and Competency Matrix

The Search and Governance Committee reviews the latest version of the Skills and Competency proforma and resulting matrix at each meeting.

The framework underwent some significant changes in 2019, which included simplification of the former framework, and movement to an online form that populates a set of graphs and charts, sent out to governors and co-opted governors annually for updating. It is also given to upcoming interviewees for College Governor positions. The process continues to be reviewed and refined by the Search and Governance Committee to ensure it remains for purpose.

22 Statement from the Chair of Governors (Laura Woods) 2024-25

As the incoming Chair, I am delighted to be leading the board of such a high-performing college. This corporate governance report makes clear that in 2024/25, the board amply fulfilled its obligations of strategic oversight and operational assurance in respect of Middlesbrough College.

Governor turnover during the year found us successfully recruiting four new members, bringing new skills, experience and networks from the private and education sector, along with a new student governor to strengthen the student voice. We continue to be focused on ensuring appropriate skills coverage and diversity of representation on the board.

Attendance, at 72%, remained below our aspirational target of 80%, although strong in view of the proportion of working governors. It should also be noted that 2024/25 was the first year that all governors had been invited to a number of events, such as SAR Validation and Curriculum Planning, that had previously been optional to attend. Realistically, given our aim to ensure membership from different walks of life, our 80% target may always be difficult to reach. However, our preference is to retain it while seeking to reflect a wide range of experience in our membership and encouraging governors to maximise their attendance. In line with our practice, records of individual attendance were discussed with each governor at annual meetings with the (incoming) Chair and Vice Chair.

Five triumvirate meetings, between chair, principal and head of governance, were held throughout the year. Alongside these formal meetings, many more interactions took place, helping to ensure that the wheels of college governance ran smoothly.

Work to improve our governance approach and processes continued in 2024/25. Much of this was based on the recommendations of the last External Governance Review; but in the spirit of continuous improvement, we will always look to be more effective and efficient.

Despite the many ongoing uncertainties in the FE world, our financial position remained "good" during 24/25, thanks in good part to the work of Corporate Services Committee; while the Audit and Risk Committee's rigorous approach to risk assessment and management helped us to navigate those uncertainties and future-proof our investment decisions. Risk continued to remain a priority topic at all committee and board meetings, ensuring a strong overview of the challenges and potential challenges facing the college.

I am pleased to report that induction and training for new and existing governors was a continuing priority during the year, with good attendance at strategic planning and development sessions, and we are as ever continually looking at ways to improve upon our approach.

Thank you to all governors for the commitment, talent and ideas they bring to our governing body and the enormous contribution they make to the success of Middlesbrough College. We are extremely fortunate in having an excellent principal, Zoe Lewis, supported by a high-performing SLT and wider college staff body. This gives the college the best possible prospects, not only of negotiating the vagaries of policy, funding, the economy and world events in the coming years, but of continuing to find real opportunities for development and growth.

Finally, a big thank you to the outgoing Chair, Rob Davies. The college's current excellent reputation owes a huge amount to a tenure that saw Middlesbrough College turn its fortunes around and go from strength to strength. Working with our governing body and talented and dedicated principal, Rob oversaw continued high performance in 2024/25 – a legacy we will do our utmost to build on in 25/26 and beyond.

APPENDIX 1

ATTENDANCE FIGURES 2024-2025

Committee Attendance 2024-2025

Committee	Number of Meetings 2024-2025	% Overall Attendance (in brackets are % for 2023-2024)
Audit and Risk	4	80% (81%)
Corporate Services	3	80% (80%)
Employer Voice	2	64% (100% only 1 meeting)
Search and Governance	3	71% (74%)
Curriculum Planning	1	60% for Curriculum and Standards 43% for all GB (71% Curriculum and Standards 43% GB)
Curriculum and Standards	3	65% (71%)
Governing Body (Ordinary)	4	72% (82%)
Higher Education	2	100% (100%)
Governing Body (Training/Strategic)	3	55% (58% Governors and 45% Co-opted) (56% (65% Governors and 36% Co-opted)
Remuneration	2	85% (100% only 1 meeting)

To Note: - all meetings were quorate for 2024-25

Governor Attendance only

Committee	Number of Meetings 2024-2025	% Overall Attendance (in brackets are % for 2023-24)
Audit and Risk	4	76% (74%)
Corporate Services	3	85% (85%)
Employer Voice	2	64% (100%)
Search and Governance	3	71% (75%)
Curriculum and Standards	4 (inclu. Curr plan)	65% (74%)
Governing Body (Ordinary/Strat)	7	67% (75%)
Higher Education	2	100% (100%)
Remuneration	2	85% (100%)

	Attendance Rate (Percentage)
Overall Attendance for Governors	<p>2024-2025 – 72% (2023-2024 – 75%) (2022-2023 – 79%) (2021-2022 – 77%) (2020-2021 – 84% (all meetings via Teams) (2019-2020 – 74%)</p>

Appendix 2

Attendance Policy Approved by the Governing Body June 2025

Governors are required to attend meetings of the Governing Body on a regular basis and the promotion of excellent attendance will be encouraged. The importance of attending governor meetings regularly is vital to the Governing Body to ensure both quoracy and effective completion of College business.

Due to the varying commitments of Governing Body members, there will be no specific targets for Committee or individuals. However, regular failure to attend will be subject to scrutiny and appropriate intervention as deemed appropriate.

The expectation is that all members of the Governing Body commit to attending all board and committee meetings to which they are appointed, in line with Instrument 9 of the Instrument and Articles of Government (Item 6.1 of the Standing Orders) below.

9 Termination of Membership

(1) A Governor may resign from office at any time by giving notice in writing to the Clerk to the Corporation.

(2) If at any time the Corporation is satisfied that any Governor:

- (a) Is unfit or unable to discharge the functions of a Governor; or
- (b) Has been absent from meetings of the Corporation for a period longer than six consecutive months without the permission of the Corporation:

then the Corporation may by notice in writing remove the Governor from office and the office will then become vacant.

(3) Any person who is a Governor of the Corporation by virtue of being a member of the staff at the College, including the Principal / Chief Executive, will cease to hold office upon ceasing to be a member of the staff and the office will then be vacant.

(4) A Student Governor will cease to hold office:

- (a) At the end of the student's academic year, or at such other time in the year after ceasing to be a student as the Corporation may decide; or
- (b) If expelled from the College.
- (c) If in the case of a Student Governors being Lead Student Union Council Officers if they leave the post of Lead Student Union Council Officer.

and the office will then be vacant.

1. If Governors are unable to fulfil the attendance requirements (as detailed within Instrument 9 above) due to unforeseen or unavoidable circumstances, Governors may apply for leave of absence by writing to the Clerk to the Corporation and this will then be considered by the Governing Body at the next available meeting.
2. General apologies for absence should be submitted to the Clerk to the Corporation in advance of a meeting (and as soon as practically possible). This communication should include the reason for the absence. The apology will then be submitted to the relevant Committee and / or Governing Body meeting.

In addition, Governors are encouraged to provide questions and comments on the papers of the meeting they are unable to attend.

3. The Clerk to the Corporation will maintain a register of attendance for Governing Body Members such a register will include details of the total numbers of Governing Body and Committee meetings held during the period, and the total number of meetings attended by each individual member of those Committees.

There must be a quorum of 40% of members in attendance at each meeting (Committee and Governing Body).

A termly update of attendance by meeting will be shared with the Search and Governance Committee for monitoring purposes.

4. The Clerk to the Corporation will advise the Chair and Vice Chair of Governors of those Governors who do not regularly attend.
5. If a Governor's attendance is considered below the required level by the Search and Governance Committee/and or Chair and Vice Chair, the Governor may be automatically moved to a Co-opted Governor position. This decision would be at the discretion of the Chair/Vice Chair of the Governing Body.
6. Annually, a governor's attendance for the academic year will be shared and discussed (where appropriate) at the summer individual meetings with the Chair and Vice Chair of the Governing Body.
7. This Attendance Policy will be reviewed every three years, or as required, by the Search and Governance Committee ahead of formal approval by the Governing Body.

PUBLIC ATTENDANCE AT GOVERNING BODY MEETINGS

8. Members of the public can request to attend the meetings of the full Governing Body as observers. They should not attempt to take part in discussion unless invited to do so by the Chair (*as outlined 1.2 of the Policy 'Public Access to the Governing Body Meeting and Publication of Minutes of the Governing Body and its Committees'*). If the conduct of those invited interferes with the operation of the meeting the session could be adjourned if deemed necessary by the Chair and Committee.

Additionally, "at any committee meeting, the attendance of non-members, other than designated officers, must be determined by that committee prior to the consideration of the committee's business." (*1.3 of the Public Access to the Governing Body Meeting Policy*). If considered 'confidential' or 'reserved' business then public access would be restricted.

The presence of any members of the public, and the point in the meeting at which they left, shall be recorded in the minutes.

Members of the public are made aware of meeting arrangements via the Calendar of Meetings, which is posted in the Governors section of the College website.

The Policy on "Public Access to the Governing Body Meeting and Publication of Minutes and Papers of the Governing Body and its Committees" is also available within this section of the website.

APPENDIX 3 - Committee Structure and Membership – 31 July 2025

Key: **Chair of Committee** / **Vice Chair of Committee** / (CO) Co-opted Governor

<p>Audit and Risk (6)</p> <p>Ms R Anderson Mr I Wallace</p> <p>Mr D Budd (CO) Mr M McClintock Mr A Coleman Cooke (CO) Mr M Wells</p>	<p>Corporate Services (9)</p> <p>Mrs J Castor Ms S Mirsalehi</p> <p>Mr S Brown (CO) Mr R Davies Mr I Anwar Mrs Z Lewis Mr D Lusardi Mrs A Pajura-Jaszczak Mr P Sharp</p>	<p>Higher Education (5)</p> <p>Mr M McClintock Mrs P Lynn</p> <p>Mr R Davies Mrs Z Lewis Dr L Woods</p> <p><u>+ Student Rep</u></p>	<p>Remuneration (5)</p> <p>Ms S Mirsalehi Mrs P Lynn</p> <p>Ms J Castor Mr R Davies Mr I Wallace</p>	<p>Search & Governance (6)</p> <p>Mr R Davies Mrs P Lynn</p> <p>Mrs Z Lewis Mrs J Castor Mr M McClintock Ms S Mirsalehi</p>	<p>Curriculum and Standards (10)</p> <p>Mrs P Lynn Mrs M Gaze</p> <p>Ms C Cannon (CO) Mr A Hassack Mrs S Lane (CO) Mrs Z Lewis Ms A Shaffi (CO) Mr D Still Mr J Tait Dr L Woods</p>	<p>Employer Voice and Engagement (6)</p> <p>Ms S Lane Ms R Anderson</p> <p>Mr I Anwar Mr D Lusardi Mr M Wells <u>+ employer rep</u> Mr D Dodds</p> <p>+ Mrs Z Lewis</p>
<p>Selection (Senior Posts)</p> <p>Chair of Governors Vice Chair of Governors Principal and Chief Executive Chairs of Committees</p>		<p>Settlement (3)</p> <p>Chair of Governors Vice Chair of Governors Chair of Corporate Services</p>		<p>Special (3)</p> <p>Vice Chair of Governors Chair of Corporate Services</p>	<p>Appeals (Senior Postholders) (3)</p> <p>Chair of Corporate Services Vice Chair of Governors</p>	
<p><i>(For this Committee, the Chair of Governors is empowered to select a substitute when a Chair of Committee is not available).</i></p> <p><i>(The Principal & Chief Executive is excluded from any recruitment for the post of Principal and Chief Executive and hence the membership profile will reduce by 1)</i></p>				<p><i>For both the Special and Appeals Committees, an additional member (either the Chair of Remuneration or Audit and Risk) will be added, subject to their availability.</i></p>		

To Note:

- **Mr Andrew Hassack** is also the Safeguarding Link Governor of the College's Strategic Safeguarding Committee (this is not a direct sub-committee of the Governing Body)

APPENDIX 4 - Committee Structure and Membership – 1 August 2025

Key: **Chair of Committee** / **Vice Chair of Committee** / (CO) Co-opted Governor

Audit and Risk (8) Ms R Anderson Mr I Wallace Mr D Budd (CO) Mr M McClintock Mr A Coleman Cooke (CO) Ms G Dobson Mr P Neal Mr M Wells	Corporate Services (9) Mrs J Castor Ms S Mirsalehi Mr S Brown (CO) Mr R Davies (CO) Mr I Anwar Mrs Z Lewis Mr D Lusardi Mrs A Pajura-Jaszczak Mr P Sharp	Higher Education (4) Mr M McClintock Mrs P Lynn Mrs Z Lewis Dr L Woods <u>+ Student Rep</u>	Remuneration (5) Ms S Mirsalehi Mrs P Lynn Ms J Castor Mr I Wallace Dr L Woods	Search & Governance (7) Dr L Woods Mrs P Lynn Mrs Z Lewis Ms R Anderson Mrs J Castor Mr M McClintock Ms S Mirsalehi	Curriculum and Standards (10) Mrs P Lynn Mrs M Gaze Ms C Cannon (CO) Mr A Hassack Mrs S Lane (CO) Mrs Z Lewis Ms A Shaffi Mr D Still Mr J Tait Dr L Woods	Employer Voice and Engagement (6) Ms S Lane Ms R Anderson Mr I Anwar Mr D Lusardi Mr M Wells <u>+ employer rep</u> Mr D Dodds + Mrs Z Lewis
Selection (Senior Posts) Chair of Governors Vice Chair of Governors Principal and Chief Executive Chairs of Committees <i>(For this Committee, the Chair of Governors is empowered to select a substitute when a Chair of Committee is not available).</i> <i>(The Principal & Chief Executive is excluded from any recruitment for the post of Principal and Chief Executive and hence the membership profile will reduce by 1)</i>		Settlement (3) Chair of Governors Vice Chair of Governors Chair of Corporate Services		Special (3) Vice Chair of Governors Chair of Corporate Services	Appeals (Senior Postholders) (3) Chair of Corporate Services Vice Chair of Governors <i>For both the Special and Appeals Committees, an additional member (either the Chair of Remuneration or Audit and Risk) will be added, subject to their availability.</i>	

- To Note:**
- **Mr Andrew Hassack** is also the Safeguarding Link Governor of the College's Strategic Safeguarding Committee (this is not a direct sub-committee of the Governing Body)

Appendix 5

GOVERNING BODY TRAINING PLAN and PARTICIPATION 2024-2025

Annual Training and Strategic Planning		
1 October 2024 (4 hours)	Governing Body Strategic Planning Session	Rob Davies, Alex Bradford, Stephen Brown, David Budd, Jane Castor, Andy Hassack, Matthew Lamb, Zoe Lewis, Dominic Lusardi, Aga Pajura-Jaszczak, Phil Sharp, Dan Still, Ian Wallace, Laura Woods. 50% Governors 33% Co-opted 46% Overall
18 February 2025 (3 hours)	Governing Body Development Session	Rachel Anderson, Jane Castor, Rob Davies, Marina Gaze, Matthew Lamb, Dominic Lusardi, Petrina Lynn, Sara Mirsalehi, Jon Tait, Ian Wallace, Taylor Edgcombe, Olivia Manners Zoe Lewis, Caroline Cannon, Ashley Coleman Coke, Asma Shaffi 57% Governors 43% Co-opted 53% Overall
9 May 2025 (4 hours)	Governing Body Strategic Planning	Rachel Anderson, Jane Castor, Rob Davies, Marina Gaze, Matthew Lamb, Dominic Lusardi, Petrina Lynn, Sara Mirsalehi, Phil Sharp, Mark Wells, Ian Wallace, Zoe Lewis, Olivia Manners, Aga Pajura-Jaszczak, Dan Still, Stephen Brown, David Budd, Ashley Coleman-Cooke, Asma Shaffi. 68% Governors 57% Co-opted 66% Overall
9 June 2025 (3 hours)	Governing Body/Curriculum and Standards Committee – Curriculum Planning	Petrina Lynn, Marina Gaze, Andy Hassack, Laura Woods, Zoe Lewis, Asma Shaffi, Aga Pajura Jaszczak, Mark Wells, David Budd, Ashley Coleman Cooke 60% Curriculum and Standards C and 41% GB overall

Governors Social Event		
18 February 2025	Brasserie Social Event 6 for 6.30-8.30pm (Governors/Co-opted Governors)	Rachel Anderson, Jane Castor, Rob Davies, Marina Gaze, Matthew Lamb, Dominic Lusardi, Petrina Lynn, Sara Mirsalehi, Jon Tait, Taylor Edgcombe, Olivia Manners Zoe Lewis, Ashley Coleman Coke, Asma Shaffi + All SLT members
Triumvirate Meetings		
1 October 2024	Rob Davies/Zoe Lewis/Zeta Foster	
8 November 2024	Rob Davies/Zoe Lewis/Zeta Foster	
9 December 2024	Rob Davies/Zoe Lewis/Zeta Foster/Petrina Lynn	
17 March 2025	Rob Davies/Zoe Lewis/Zeta Foster	
9 June 2025	Rob Davies/Zoe Lewis/Zeta Foster/Laura Woods	
Governance related Training/Networking		
8 October 2024 (2-5 pm) 13 May 2025 (2-5 pm)	Principal and Chairs AoC Regional Meetings (all followed by Chairs Network)	Zoe Lewis, Rob Davies Zoe Lewis, Rob Davies
16 September 2024 (5-6 pm) 18 November 2024 (5-6 pm) 20 January 2025 (5-6 pm) 17 March 2025 (5-6 pm) 19 May 2025 (5-6 pm)	AoC Chairs and Vice Chairs Q&A Meetings (Zoom)	Petrina Lynn Petrina Lynn Rob Davies, Petrina Lynn Petrina Lynn Laura Woods and Petrina Lynn
4 November 2024 (5-6 pm)	AoC Chairs of Finance and Audit Networks	Iain Wright
5 November 2024 (2-3.30 pm) 10 March 2025 (5-6 pm) 23 June 2025 (4-6 pm) postponed	AoC Curriculum and Quality Networks	Petrina Lynn Petrina Lynn
12 and 13 November 2024 (2 days)	AoC Annual Conference	Zoe Lewis + Laura Woods
20 November 2024 (3-4 pm)	AoC Student Governor Networks	Olivia-Rose Manners & <i>Alex Bradford</i>
25 November 2024 (11-12) 10 March 2025 (11-12) 10 June 2025 (11-12)	AoC AI Governance Working Group	Zeta Foster Zeta Foster Zeta Foster

26 November 2024 (10-11.30 am) 4 February 2025 (10-11.30 am)	AoC Governance Professionals Regional Meetings	Zeta Foster Zeta Foster
21 November 2024 (4-5 pm) 30 January 2025 (4-5 pm) 20 March (4-5 pm)	AoC Staff Governor Networks	Dan Still, Dan Still, Aga Pajura-Jaszczak Dan Still, Aga Pajura-Jaszczak
5 December 2024 (9-12.30 pm)	AoC Staff Governor Conference	Dan Still
13-15 th January 2025 (3 days residential) (and ongoing Action Learning and Report by end of March 2025)	ETF/IoD Governance Professionals Leadership Programme	Zeta Foster
18 March 2025	OfS Effective Governance Roadshow – Sheffield	Rob Davies
7 May 2025 (12.00-2.30 pm)	ESFA Annual Strategic Conversation	Rob Davies, Petrina Lynn, Zoe Lewis
11 and 12 June (pm) 2025	AoC Governance Summit	Laura Woods
Induction and Buddy		
Initial standard induction processes and information completed by:		Andrew Hassack – 28.08.24 Mark Wells – 28.01.25 Asma Shaffi – 03.02.25 and 17.03.25
Mandatory Online Mandatory Induction Training to be completed by new governors : including IT Acceptable Use Policy and Practice; Safeguarding; Prevent; Equality and Diversity including LGBT Awareness and Whistleblowing		
15 November 2024 (2.45-5 pm)	AoC Induction	Imran Anwar, Andrew Hassack <i>To be arranged for: any new governors</i>
18 October 2024 (10-12 noon)	AoC Student induction – online	Olivia-Rose Manners, Alex Bradford
11 November – 12 November 2024	AoC Student and Staff Governors Summit (Birmingham)	Aga Pajura-Jaszczak, Dan Still, Olivia-Rose-Manners, Taylor Edgcombe, Alex Bradford
Mentor system in place for: I Anwar, L Woods, I Wallace, A Hassack., A Shaff To be arranged for Mark Wells		
New Chair AoC training/mentoring and support - Further information is being sought on the offer available by AoC/ETF for 2025		To be confirmed

Individual Training and Development (College Based)

Monday 11 November 2024	SARs Meeting	Rachel Anderson, Rob Davies, Matthew Lamb, Dominic Lusardi, Petrina Lynn, Morgan McClintock, Sara Mirsalehi, Ian Wallace, Laura Woods, Aga Pajura-Jaszczak, Dan Still, Ashley Coleman Cooke. 60% Governors 16% Co-opted (voluntary)
Wednesday 27 November 2024 Tuesday 18 February 2025 Tuesday 3 June 2025	SLT Risk Management Group attendance	Rachel Anderson No A&R attended No A&R attended

Mandatory Training

At Induction	<ul style="list-style-type: none"> - ACT Awarenesses - Bribery - Equality and Diversity Awareness - Keeping Children Safe in Education - Prevent - Safeguarding - IT Acceptable Use Policy and Practice 	<p><u>To note:</u> If new or existing governors have already completed the required training within part of their working role/other roles, Z Foster/HR will quality assure their evidence (ideally certification) and if deemed appropriate that element of training will not need to be repeated for the purposes of the College mandatory training cycle</p>
All Governors	<ul style="list-style-type: none"> - Keeping Children Safe in Education annual update - Safeguarding annual update (February 2025) - Prevent on a two year cycle <p>+ Sexual Harassment Duties – February 2025 training session</p>	
Additional optional training	<ul style="list-style-type: none"> - ETF Governance Learning Platform - Various Thrive Modules 	

KEY COLLEGE PARTICIPATION EVENTS FOR GOVERNORS AND CO-OPTED GOVERNORS 2024-2025

DATE	NAME OF EVENT	GOVERNORS ATTENDING
AUTUMN TERM (August – December 2024)		
Monday 11 November 2024	Remembrance Ceremony	Rachel Anderson, Ashley Coleman-Cooke, Rob Davies, Matthew Lamb, Zoe Lewis, Dominic Lusardi, Sara Mirsalehi, Morgan McClintock, Aga Pajura-Jaszczak, Dan Still, Ian Wallace, Laura Woods
Wednesday 20 November 2024	Annual Apprenticeships Awards	Zoe Lewis, Dominic Lusardi
Thursday 21 November 2024	Student Council Meeting	Zoe Lewis, Petrina Lynn, Laura Woods
Tuesday 26 November 2024	HE Graduation Ceremony – Town Hall	Zoe Lewis, Petrina Lynn, Dan Still
SPRING TERM (January – Easter 2025)		
Thursday 23 January 2025	Student Council Meeting	Zoe Lewis, Petrina Lynn, Imran Anwar, Andy Hassack
Thursday 20 March 2025	TTE Official Opening Ceremony	Zoe Lewis, Rob Davies, Petrina Lynn, Sharon Lane, Mark Wells
Thursday 3 April 2025	Student Council Meeting	Zoe Lewis, Petrina Lynn, Mark Wells
SUMMER TERM (April – July 2025)		
Thursday 22nd May 2025	Student Council Meeting	Zoe Lewis, Asma Shaffi,
AUTUMN TERM (August – December 2025)		
Wednesday 11 June 2025	Student Awards Evening	Zoe Lewis, David Budd, Sara Mirsalehi, Laura Woods

LINK GOVERNOR REGULAR COLLEGE MEETINGS 2024-2025

DATE	NAME OF COLLEGE MEETING	LINK GOVERNORS ATTENDING
AUTUMN TERM (August – December 2024)		
10 September 2024	Introductory meeting with Sarah Langstaff	Rob Davies
23 September 2024	Digital Transformation Meeting	Dominic Lusardi
16 October 2024	Meeting with Zara Proudler (as Careers Link)	Petrina Lynn
4 November 2024	Health & Safety Committee	Phil Sharp
7 November 2024	Meeting with Aimey Adamson (as SEN Link Governor)	Caroline Cannon
15 November 2024	Digital Technical Advisory Board	Dominic Lusardi
21 November 2024	Student Council Meeting	Petrina Lynn
SPRING TERM (January – Easter 2025)		
21 January 2025	Finance Link meeting with Sarah Langstaff	Rob Davies
23 January 2025 (12-2 pm)	Student Council	Petrina Lynn
31 January 2025	Health & Safety Committee	Phil Sharp
14 February 2025	Digital Transformation Meeting	Dominic Lusardi
17 March 2025	Triumvirate Meeting	Rob Davies, Zoe Lewis
SUMMER TERM (April – July 2025)		
3 April 2025	Student Council Meeting	Petrina Lynn
9 May 2025	Health and Safety Committee	Phil Sharp
3 June 2025	Safeguarding and Welcome Committee	Andy Hassack
9 June 2025	Triumvirate Meeting	Rob Davies, Zoe Lewis
16 June 2025	Equality and Diversity Meeting	Sara Mirsalehi

**APPENDIX 6
GOVERNANCE TRAINING AND DEVELOPMENT 2025-2026**

Annual Training and Strategic Planning		
Tuesday 7 October 2025 (4 hours)	Governing Body Strategic Planning Session	Rachel Anderson, Imran Anwar, Helen Day, Gillian Dobson, Marina Gaze, Morgan McClintock, Sara Mirsalehi, Asma Shaffi, Phil Sharp, Jon Tait, Ian Wallace, Mark Wells, Laura Woods, Aga Pajura-Jaszczak, Dan Still, Zoe Lewis 73% Govs only 50% Co-opted 68% overall
Tuesday 4 November 2025	SAR Validation	Jane Castor, Helen Day, Gillian Dobson, Andrew Hassack, Dominic Lusardi, Petrina Lynn, Morgan McClintock, Sara Mirsalehi, Peter Neal, Jon Tait, Ian Wallace, Mark Wells, Laura Woods, Aga Pajura-Jaszczak, Dan Still, Zoe Lewis 59% govts only 50% Co-opted 57% overall
Friday 6 th Saturday 7 th February 2026	Governing Body Strategic Planning overnight session – Redworth Hall	Rachel Anderson, Jane Castor, Helen Day, Gillian Dobson, Dom Lusardi, Petrina Lynn, Morgan McClintock, Sara Mirsalehi, Peter Neal, Asma Shaffi (day 1), Phil Sharp, Jon Tait (day 2), Ian Wallace, Mark Wells, Laura Woods, Aga Pajura-Jaszczak, Ayodamola Adebola, Emily Grace Farndale (day 1), Katie Marshall, Zoe Lewis, Stephen Brown (day 1), David Budd (day 1), Ashley Coleman Cooke, Sharon Lane, Riya Nighoskar. Day 1 82% (82% Governors/83% Co-opted) Day 2 71% (77% Governors/50% Co-opted) Overall 77% (80% Governors/67% Co-opted)

Thursday 7 May 2026 (4 hours)	Governing Body Training Session	
Tuesday 9 June 2026 (3 hours)	Governing Body/Curriculum and Standards Committee Curriculum Planning	
Governors Social Event		
Thursday 7 May 2026	Governing Body Social Event 6 for 6.30 - 8.30pm (Governors/Co-opted Governors)	
Triumvirate Meetings		
Tuesday 7 October 2025 (5 – 5.30pm)	Laura Woods, Zoe Lewis, Zeta Foster	
Wednesday 17 December 2025 (4 – 4.30pm)	Laura Woods, Zoe Lewis, Zeta Foster	
Tuesday 31 March 2026 (4.15 – 4.45pm)	Laura Woods, Zoe Lewis, Zeta Foster	
Thursday 7 May 2026 (2 – 2.30pm)		
Tuesday 9 June 2026 (2.30 – 3pm)		

Governance Related Training / Networking		
Wednesday 24 September 2025 (5 – 6pm) Wednesday 11 February 2026 (5 – 6pm) Wednesday 3 June 2026 (5 – 6pm)	AoC Curriculum and Quality Committee Network Meeting	Petrina Lynn
Wednesday 8 October 2025 (2-5pm) Monday 19 January 2026 10-1pm Tuesday 31 March 2026 9.30-11am	AoC NE Principals Network	- - Zoe Lewis
Thursday 9 October 2025 (1 ½ hours) Tuesday 20 January 2026	Chairs Forum	Laura Woods
Monday 15 September 2025 (all 5-6pm) Monday 20 October 2025 Monday 15 December 2025 Monday 19 January 2026 Monday 16 February 2026 Monday 16 March 2026 Monday 20 April 2026	AoC Chairs and Vice Chairs Q&A Meetings (Zoom)	Laura Woods, Petrina Lynn

Monday 18 May 2026 Monday 15 June 2026 Monday 20 July 2026		
Wednesday 5 November 2025 (5-6pm) Monday 2 March 2026 (2-4pm) Monday 15 June 2026 (2-4pm)	AoC EDI Committee Network	Sara Mirsalehi Sara Mirsalehi / Riya Nighoskar Sara Mirsalehi / Riya Nighoskar
Wednesday 12 November 2025 (5-6pm) Wednesday 25 March 2026 (5-6pm) Monday 22 June 2026 (5-6pm)	AoC Chairs of Finance and Audit Networks	Rachel Anderson, Jane Castor
Monday 17 and Tuesday 18 November 2025 (2 Days)	AoC Student and Staff Governor Summit	Dan Still, Aga Pajura-Jaszczak Katie Marshall
Tuesday 18 and Wednesday 19 November 2025 (2 Days) (Training Budget £500)	AoC Annual Conference	Zoe Lewis, Laura Woods
Tuesday 5 March 2026 Thursday 21 May 2026	AoC Governance Professionals Regional Meetings	Zeta Foster
Wednesday 22 October 2025 (5-6pm) Thursday 26 February 2026 (5-6pm) Thursday 11 June 2026 (5-6pm)	AoC SEND Committee Network Meetings	- Laura Woods
Wednesday 10 December 2025 (1-4pm)	AoC Staff Governor Conference	Dan Still, Aga Pajura-Jaszczak
Thursday 18 September 2025 (4-5pm) Thursday 27 November 2025 (4-5pm) Thursday 22 January 2026 (4-5pm) Thursday 19 March 2026 (4-5pm) Thursday 14 May 2026 (4-5pm)	AoC Staff Governor Networks	Dan Still (Chair), Aga Pajura-Jaszczak Dan Still (Chair), Aga Pajura-Jaszczak Dan Still (Chair)
Wednesday 26 November 2025 (3-4pm) Tuesday 20 January 2026 (3-4pm) Wednesday 18 March 2026 (3-4pm) Thursday 07 May 2026 (3-4pm)	AoC Student Governor Networks	- Katie Marshall, Emily Grace Farndale
Wednesday 21 January 2026	Skills England Networking Lunch	Imran Anwar, Sharon Lane, Zoe Lewis, Mark Wells, Lily Brothwood
Tuesday 21 April 2026 (4.30-6pm)	ETF/ AoC Strategic Governance Masterclass	Laura Woods

Wednesday 22 April 2026 (1.00-3.30)	DfE – Middlesbrough College’s Annual Strategic Conversation	Laura Woods, Petrina Lynn, Zoe Lewis
Friday 12 June 2026 (10am – 3pm) (City Lit, London)	FE Commissioners “Just One Thing” Summer Conference	Laura Woods
Induction and Buddy		
Initial standard in college induction processes and information completed by:		Gillian Dobson, Peter Neal – 12 Sept 2025 Helen Day, Riya Nighoskar – 25 Nov 2025 Student Governors 17 Dec 25 and 13 Jan 26
Mandatory Online Mandatory Induction Training to be completed by new governors: including Safeguarding; Prevent; KCSIE		Completed by Peter Neal, Gillian Dobson, Helen Day and Riya Nighoskar, Katie Marshall, Emily-Grace Farndale
Wednesday 24 September 2025 (3-5pm) Thursday 9 October 2025 (3-5 pm) Tuesday 21 October 2025 (3-5 pm) Tuesday 11 November 2025 (3-5 pm)	AoC Induction – online	<i>To be arranged for: any new governors</i> G Dobson 21 October
Tuesday 2 December 2025 (1-3 pm)	AoC Student Governor Induction – online	Katie Marshall
Monday 17 November 2025 Thursday 18 December 2025 (12.30-5.00pm) Thursday 29 January 2026 (12.30-5.30pm) Wednesday 4 March 2026 (12.30-5.00pm)	ETF Chairs Development Programme	Laura Woods (in person – Birmingham) Laura Woods (in person – Kings College London) Laura Woods (in person – Kings College London)
Mentor system in place for: <i>To be arranged for any new Governors</i> This should be the relevant Chair of Committee/or other person designated by the Search and Governance Committee		Peter Neal and Gillian Dobson – Rachel Anderson Riya Nighoskar and Helen Day – Petrina Lynn
New Governors meet with Chair		Gillian Dobson 2 February 2026 Helen Day 3 February 2026
New Chair AoC training/mentoring and support Laura Woods with Rob Davies		Wednesday 29 October 2025

Individual Training and Development (College Based)

Tuesday 4 November 2025	SAR's Meeting	Governors / Co-opted Governors / SLT / SLTT / Strategic Leads
Tuesday 9 September 2025 Tuesday 11 November 2025 Tuesday 17 February 2026 Tuesday 3 June 2026	SLT Risk Management Group attendance	SLT / Z Foster / Ian Wallace SLT / Z Foster SLT/Z Foster/ + R Anderson due to attend SLT/Z Foster/ + M Wells/G Dobson due to attend
Monday 16 March 2026 Thursday 21 May 2026	Student Council Meetings	Helen Day Petrina Lynn, Asma Shaffi, Imran Anwan

Mandatory Training

At Induction	<ul style="list-style-type: none"> • ACT Awarenesses • Bribery • Equality and Diversity Awareness • Keeping Children Safe in Education • Prevent • Safeguarding • IT Acceptable Use Policy and Practice 	<p><u>To note:</u> If new or existing governors have already completed the required training within part of their working role/other roles, Z Foster / HR will quality assure their evidence (ideally certification) and if deemed appropriate that element of training will not need to be repeated for the purposes of the College mandatory training cycle</p>
All Governors	<ul style="list-style-type: none"> • Keeping Children Safe in Education annual update • Safeguarding annual update • Prevent on a two year cycle <p>+ training day topics to be determined (May 2026)</p>	
Additional optional training	ETF Governance Learning Platform Various Thrive Modules	

COLLEGE PARTICIPATION EVENTS FOR GOVERNORS AND CO-OPTED GOVERNORS 2025 - 2026

DATE	NAME OF EVENT	GOVERNORS ATTENDING
AUTUMN TERM (August – December 2025)		
Tuesday 11 November 2025 (10.40 for 11)	Remembrance Ceremony	Laura Woods, Zoe Lewis
Thursday 13 November 2025 (10.30 for 11.30)	HE Graduation Ceremony – Town Hall	Laura Woods, Zoe Lewis, Morgan McClintock
Thursday 21 November 2025	Student Council Meeting	Zoe Lewis, Petrina Lynn
Thursday 27 November 2025 (6pm)	Annual Apprenticeships Awards	Laura Woods, Zoe Lewis
SPRING TERM (January – Easter 2026)		
Tuesday 3 March 2026	Student Council Meeting	Zoe Lewis, Petrina Lynn
Thursday 21 May 2026	Student Council Meeting	Zoe Lewis, Petrina Lynn
SUMMER TERM (April – July 2026)		
Thursday 18 June 2026	Student Council Meeting	Zoe Lewis, Petrina Lynn

LINK GOVERNOR / REGULAR COLLEGE MEETINGS 2025-2026

DATE	NAME OF COLLEGE MEETING	LINK GOVERNORS ATTENDING
AUTUMN TERM (August – December 2025)		
15 September 2025	Digital Transformation Group	Dominic Lusardi
7 October 2025	Triumvirate	Laura Woods, Zoe Lewis, Zeta Foster
2 December 2025	Link Governor Walkthrough (ITE and English & Maths)	Marina Gaze
12 December 2025	Link Governor Walkthrough (Inclusive Learning)	Jon Tait
17 December 2025	Triumvirate	Laura Woods, Zoe Lewis, Zeta Foster
SPRING TERM (January – Easter 2026)		
21 January 2026	Skills England Lunch	Sharon Lane
23 January 2026	Link Governor Walkthrough (Higher Education)	Morgan McClintock
10 February 2026	Safeguarding Committee	Helen Day
16 February 2026	Health and Safety Committee	Phil Sharp
20 February 2026	Finance Update with VP Finance and Registry	Rob Davies
2 March 2026	Equality and Inclusion Meeting	Riya Nighoskar
11 March 2026	Digital Transformation Group	Dominic Lusardi
16 March 2026	Student Council Meeting	Helen Day
16 March 2026	Healthcare Department with Lucy Jones	Helen Day
31 March 2026	Triumvirate	Laura Woods, Zoe Lewis, Zeta Foster
SUMMER TERM (April – July 2026)		
8 May 2026	Health and Safety Committee	Phil Sharp
14 May 2026	Digital Transformation Group	Dominic Lusardi
21 May 2026	Student Council Meeting	Helen Day
2 June 2026	Safeguarding Committee	Helen Day
15 June 2026	Equality and Inclusion Committee	Sara Mirsalehi, Riya Nighoskar

APPENDIX 7

THE FURTHER EDUCATION CORPORATION OF MIDDLESBROUGH COLLEGE

Annual Report of the Remuneration Committee 2024-2025

1. Introduction

This report outlines the work of the Remuneration Committee of the FE Corporation of Middlesbrough College during 2024-2025. It is based on the Colleges' Senior Postholder Remuneration Code, and seeks to:

- Assure the Board of Governors that the Remuneration Committee has effectively discharged its responsibilities
- Demonstrate adherence to the Remuneration Code in terms of transparency and accountability.

The report was discussed at the annual meeting of the Remuneration Committee on 16 December 2025 and approved by the Corporation Board on 31 March 2026.

2. Recommendations as a result of the Remuneration Meeting December 2025

The following recommendations were **approved** by the Governing Body on 19 December 2025 (via Written Resolution) after an initial discussion on 17 December 2025.

Principal/CEO Appraisal and Pay Recommendations:

Remuneration Committee and Governing Body members wished to acknowledge that for a College of our size and complexity, the Principal's personal qualities and experience were worthy of higher remuneration. However, within the remit of Managing Public Money, and after consideration of length of service, performance, financial position, student outcomes, external reputation and current variance from the sector salary benchmark, the Remuneration Committee *agreed* to recommend to the board that:

- The Principal / CEO's salary is increased by £5k from 1st January 2026 from £171,173 to £176,173 (a percentage increase of 2.92%).
- **2026-2027 Pay Award**
To approve that the Principal/CEO's salary review for the academic year 2026-2027 be in line as all staff receive from 1st August 2026 up to a maximum of 4% (rate yet to be decided)
(noting the Pay Award has moved from 1 January each year to 1 August as of 1 August 2026)
With confirmation that this uplift would not require any further external approval:
 - *The Principal's overall salary for the period 1 August 2025 to 31 July 2026 would be £174,085.*
 - *An increase of 4% for the academic year 2026-2027 would bring the salary to £183, 214 – an overall year on year uplift of 5.2%, which is below the 6% increase allowed without CST authorization.*
- That advice/approval is sought from the Chief Secretary to the Treasury (CST) per the 'guidance for approval of senior pay,' for the Principal / CEO to move to average sector benchmark:
 - retain her Skills England remuneration utilising her increased annual leave to perform the role, or alternatively.
 - to seek approval for a salary increase equal to that amount with her being required to repay her Skills England remuneration to the College and reduce her annual leave entitlement.
 If approved, thereby moving the Principal / CEO pay level to around the sector benchmark for a College our size.
- The Principal/Chief Executive's Objectives for 2025-2026

Deputy Principal/Chief Executive

- Approval of a £5k increase from 1 January 2026 from £104,030 to £109,030 (a percentage increase of 4.81%)
- **2026-2027 Pay Award**
To approve that the Deputy Principal/Chief Executive's salary review for the Academic Year 2026-2027 be in line as agreed for all staff at 1 August 2026

Vice Principal – Business Innovation and Partnerships, Business Innovation

- Approval of a £5k increase from 1 January 2026 from £93,627 to £98,627 (a percentage increase of 5.34%)
- **2026-2027 Pay Award**
To approve that the Vice Principal Business Innovation and Partnerships' salary review for the Academic Year 2026-2027 be in line as agreed for all staff at 1 August 2026

Head of Governance

- To approve that the Head of Governance's salary be reviewed early in the New Year by the Chair of Governors, to determine an appropriate increase that would bring her pay closer to the national benchmark.
- **2026-2027 Pay Award**
 - To approve that the Head of Governance's Salary Review for the Academic Year 2026- 2027 to be in line as agreed for all staff at 1 August 2026.
- The 2025-2026 Objectives for the Head of Governance

To Note – the Pay Award for all Staff has moved from 1 January each year to 1 August as of 1 August 2026.

In addition,

- Terms of Reference as updated in **Appendix 1**
- Adherence to the AoC Remuneration Code (as outlined within **Appendix 2**)

3. Context

Meetings

Generally, there is one meeting per year for the Remuneration Committee in the Autumn term and during 2024-2025 this took place on 9 December 2024 and considered the AoC Remuneration Code, the appraisal of the Principal for 2023-2024 and objectives for 2024-2025, the appraisal of the Head of Governance for 2023-2024 and the objectives for the Head of Governance for 2024-2025. The meeting also considered the draft Annual Report 2023-2024. The Principal/Chief Executive was in attendance only to present her views of the appraisal and did not take part in the wider meeting including that of discussion of her remuneration.

However, there was a further meeting in May 2025 to take account of changes to External Appointments and also the addition of two further Senior Postholders which is detailed below.

External Appointments

For all contracts, including that of the Senior Postholder, the following pertains '*you must not, without the written consent of the Corporation, undertake any employment or engagement which might interfere with the performance of your duties or conflict with the interests of the Corporation.*'

Additionally, all staff '*are required to notify the Principal / Chief Executive (or Chair of the Governing Body in the case of the Principal) of any employment or engagement which you intend to undertake whilst in the employment of the Corporation (including any such employment or engagement which commenced before your employment under this contract). The Principal / Chief Executive will then notify you within 10 working days whether such employment or engagement is prohibited by paragraph 17.1.*'

During May 2025, the Principal was appointed to a Board position with Skills England which was personally remunerated on an initial two-year term. This was considered in detail by the Remuneration Committee at its meeting on 15 May 2025, resulting in recommendations which were then approved by the Governing Body via Written Resolution. This determined a mechanism by which the Principal's remuneration would be returned to the College and not retained by the Principal. Any change to this arrangement would require further approval by the Remuneration Committee.

The Deputy Principal/Chief Executive undertakes consultancy work for the Gatsby Foundation for 20 days' work per year. The remuneration attached to the post (of £10,000) is paid directly to the College, with all expenses reimbursed.

Appointment of Two Senior Postholders

Additionally, at May 2025 meeting, the Committee recommended (which was subsequently approved by the Governing Body) that two members of the Senior Leadership Team, the Deputy Principal/Chief Executive and Vice Principal of Business Innovation and Partnerships/Business Engagement and Partnerships (BI&P/E&P), become Senior Postholders and therefore the remit of the Remuneration Committee was expanded for 2025-2026 with the first consideration of the two additional senior Post Holders taking place on 16 December 2025.

During the 2025-2026 academic year, a meeting took place on 16 December 2025 which considered the draft Annual Report 2024-2025 (including adherence to the Remuneration Code), the 2024-2025 appraisal of the Principal, Deputy Principal, VP of Business Innovation and Partnerships/Business Engagement and Partnerships and Head of Governance and 2025-26 objectives for all. All three senior post holders were in attendance for a short section of the meeting, relating to their appraisals. As per regular practice, the Head of Governance/Clerk clerked the meeting but left during discussions concerning her own remuneration

4. Remit and Membership of the Remuneration Committee

The remit of the Committee is two-fold:

- to make recommendations to the Governing Body regarding the grading, remuneration, and Conditions of Service of the Senior Postholder which for 2024-2025 was the Principal/Chief Executive, and the Head of Governance/Clerk to the Corporation (due to the direct reporting into the Board).

As outlined in the Context section above, from the academic year 2025-2026, two more Senior Postholders were added, with their performance over 2024-2025 being considered at the December 2025 meeting to inform decision making on pay.

- to ensure an annual Staff Appraisal of the Senior Postholders (Principal/Chief Executive, Deputy Principal/Chief Executive and Vice Principal – BI&P/E&P and Head of Governance/Clerk to the Corporation) is conducted, and reported back to the Remuneration Committee, so that a recommendation can be made to the Governing Body on whether a pay award should be made.

In addition, and in response to the AoC Remuneration Code adopted by the Governing Body, the Committee has been responsible for the creation of an annual report as of 2019 onwards (**as per item 3 below**). Ahead of this full report, adherence to the Code is presented to the Governing Body as part of the wider recommendations (as per Item 3).

The membership of the Committee for the academic year 2024-2025 was:

- Sara Mirsalehi Chair of Committee (College Governor)
- Petrina Lynn Vice Chair of Committee (College Governor/Vice Chair of the Governing Body)
- Jane Castor Committee Member (College Governor/Chair of Corporate Services)
- Rob Davies Committee Member
(College Governor/Chair of the Governing Body up to 31 July 2025)
- Ian Wallace Committee Member (College Governor)
Member of Audit and Risk Committee and Vice Chair from 10 July 2025)
- Iain Wright Committee Member (College Governor) (up to 3 June 2025)
(Chair of Audit and Risk Committee)

For 2025-2026 the membership was refreshed as a new Chair of the Governing Body, Laura Woods, was appointed as of 1 August 2025 (replacing Rob Davies), and Rachel Anderson also joined the Committee, as newly appointed Chair of the Audit and Risk Committee (replacing Iain Wright).

Membership remains at six.

5. Terms of Reference

The Committee's current Terms of Reference for the Remuneration Committee are attached at **Appendix One**. They were updated and approved by the Governing Body as part of the recommendations outlined under Item 2 to include particular reference the determination that two members of the Audit and Risk Committee must always be members of the Remuneration Committee to ensure appropriate assurances and compliance (reflecting current practice). The inclusion of the two new senior postholders into the process was also added.

6. Remuneration Policy

The Corporation's approach to remuneration for Senior Postholders is consistent with that for all staff and is linked to appraisal as per the Appraisal Policy (September 2024).

During the May 2025 meeting, in light of intervention report and recommendations into Weston College, it was also agreed to formally seek confirmation from the Vice Principal of Finance and Registry, evidenced by the Payroll Manager, that all payroll activity (salaries, pension, expenses, and any related monies and actions) for all staff, only run through the formal Payroll processes with no other mechanism being used. The letter received in February 2026 confirmed that 'All staff includes those reviewed under the remit of the Remuneration Committee (Senior Postholders namely the Principal/Chief Executive, Deputy Principal/Chief Executive, Vice Principal BI&P/E&P, and also the Head of Governance)'.

7. Application of the Remuneration Code

As part of the AoC Code of Good Governance adopted by the Governing Body on 21 March 2022, the AoC Remuneration Code should be successfully applied to the work of the Committee and reported to the Governing Body.

By applying the Code, the Committee should ensure that the three key elements of the code (below) are applied to all of its processes:

- a fair, appropriate, and justifiable level of remuneration
- procedural fairness
- transparency and accountability.

This adherence to the Code was presented at the meeting of 17 December 2025 and then approved as correct by the Governing Body via Written Resolution on 19 December 2025. It is detailed in **Appendix Two**.

8. Performance Review

The Principal and Head of Governance's objectives are agreed on an annual basis with the Chair and Vice Chair of the Governing Body, as part of the appraisal process, then shared with the Remuneration Committee ahead of formal approval by the Governing Body.

The Deputy Principal/VP of BI&P/E&P's objectives are agreed on an annual basis with the Principal, then shared with the Remuneration Committee, to aid discussion and inform performance review and associated remuneration outcomes.

9. Remuneration

The remuneration for all three senior postholders and Head of Governance was considered by the Remuneration Committee in 2025-2026 as per the terms of reference and as outlined within the Recommendations section above.

Chief Executive's Remuneration

At the meeting of 9 December 2024, it was **agreed**:

'That the Principal / Chief Executive's Salary Review for the Academic Year 2024-2025 to be in line as agreed for all staff at such point as the Pay Award for all staff is determined. (to note the Pay Award determination normally approved by the Governing Body at its December meeting has been deferred until the Spring term)'

This decision was subsequently **approved** by the Governing Body on 16 December 2024.

The process of the Remuneration Committee's business is outlined in the Financial Statements 2024-2025 with details of remuneration for the year ended 31 July 2025 set out in note 7. The median information is below:

The Principal / Chief Executive remuneration package remains below the median further education sector turnover benchmark for a college of this size.

Relationship of Principal/Chief Executive pay and remuneration expressed as a multiple:

	2025	2024
Principal/CEO's basic salary as a multiple of the median of all staff	5.08	5.24
Principal/CEO's total remuneration as a multiple of the median of all staff	5.04	5.23

The basic salary median calculation is based on all the FTE basic salary of contracted staff, ordered high to low, to obtain the median position which the basic salary of the Principal/CEO is then divided by. The total remuneration calculation is based in all the FTE total remuneration of contracted staff, ordered high to low to obtain the median position which the total remuneration of the Principal/CEO is then divided by.

The remuneration figures for the past two years (1 January 2023 – 31 December 2025) are detailed at **Appendix Three**.

10. Expenses

The College has an approved Travel, visits, hospitality and expense claims procedure which is applicable for all staff (and governors where appropriate) and is available from the Head of Governance/Clerk to the Corporation upon request. It is a public document on the College staff portal.

Expenses incurred by the Principal, all in respect of College business, and approved by the Chair of the Governing Body for 2023-2024 and 2024-2025 were as follows:

EXPENSES	
2023-2024	£2,199.53 Costs associated with attendance at regional and national policy forums and sector conferences and with attendance at international visits as part of national policy forums/DfE
2024-2025	£2,451.31 Costs associated with attendance at regional and national policy forums and sector conferences and with attendance at international visits as part of national policy forums/DfE

The expenses for the two other senior postholders and Head of Governance were also considered by the Committee at its December 2025 meeting, all being in the appropriate remit as per the College procedure. These are detailed for 2024-2025 within **Appendix Four** of the report.

11. Other Matters pertaining to the Remuneration Code

The Corporation does not currently run a performance related scheme.

The Corporation is bound by the Accounts Direction for Further Education Colleges and in line with transparency, the Principal and Chief Executive's salary is reported via the Financial Statements and comparators made to the median remuneration of staff of the College. The pay multiple of the Chief Executive is also included in the annual report and financial accounts. No significant changes for 2024-2025 are reported.

In relation to comparator organisations, the Committee uses the AoC Senior Staff Pay annual survey and other comparable data that it considers appropriate.

12. Conclusion

The Remuneration Committee can confirm that through its work, the Board of Governors has demonstrated its adherence to the AoC Remuneration Code, and consequently its oversight of remuneration decisions relating to Senior Postholders.

Sara Mirsalehi

Signature:



Chair of the Remuneration Committee

Date: 19.12.2025

**APPENDIX ONE
TERMS OF REFERENCE FOR THE REMUNERATION COMMITTEE (DECEMBER 2025)**

The Remuneration Committee should:

- Have a minimum of four, a majority of whom must be Governors, but must not include the Principal / Chief Executive, and should not include Staff Governors.
- Have a minimum of two members of the Committee from the Audit and Risk Committee (including Chair and/or Vice Chair of the Committee)
- Furthermore, the Committee should not be chaired by the Chair of the Governing Body
- Adopt and have due regard to the Colleges Senior Staff Remuneration Code updated March 2021.

The Committee has:

- The right to investigate any activity within its Terms of Reference.
- The right to access all the information and explanations it considers necessary, from whatever source, to fulfil its remit.
- A responsibility to maintain its independence and objectivity in appointing members.
- A responsibility to include individuals with an appropriate mix of skills and experience to allow it to discharge its duties effectively. Collectively, members of the Remuneration Committee should have recent, relevant experience in HR, Reward, Organisational Development, Finance and Governance. The Committee should also consider the development of members and put in place appropriate training to ensure their skills and knowledge are up to date. Where the Remuneration Committee identifies a gap in its existing skillset, training and development should be provided to address this in the first instance.

The Remuneration Committee's remit is:

To be fully appraised of remuneration benchmarks via the AoC annual College Senior Pay Survey, and of College practice and procedures, to assist with informing recommendations to the Governing Body regarding remuneration of Senior Postholders.

To make recommendations to the Governing Body at least once a year in December regarding the grading, remuneration, and Conditions of Service of the Senior Postholders and the Head of Governance/Clerk to the Corporation.

Annually, to give full assurance to the Governing Body that the Committee is adhering to the AoC Remuneration Code and that it has been successfully applied to the work of the Committee

To ensure an annual Staff Appraisal of the Senior Postholders and Head of Governance/Clerk to the Corporation is carried out, and reported back to the Remuneration Committee, so that a recommendation can be made to the Governing Body on whether a pay award should be made.

To produce an annual Remuneration Report as required by the AoC Remuneration Code (updated 2021) for Governing Body approval and publication within the Corporate Governance Annual Report which will include:

- terms of reference for the Committee
- membership of the Committee
 - reference to the College Remuneration (Pay) Policy
 - application of the AoC Remuneration Code
 - detail of the Senior Post Holders' Performance Reviews
 - detail of the Head of Governance/Clerk's Performance Review
 - the Senior Post Holders' remuneration over a two year period
- the Senior Post Holders' expenses over a two year period
- any other pertinent information

The Head of Governance/Clerk to the Corporation should act as Clerk to this Committee but the Remuneration Committee should retain the ability to call on an External Clerk should this become necessary from time to time.

**APPENDIX TWO
ADHERENCE TO THE AoC REMUNERATION CODE**

(To note 'must' determines the minimum requirements of the Code. The Code is to be used on an 'apply' or 'explain' basis)

Principles within the Code	Evidence	Comply – Y/N
Element i - A Fair, appropriate and justifiable level of remuneration		
Remuneration should take account of the context in which the College operates	The Remuneration Committee and supporting appraisals benchmark appropriately in respect of the College	Y
Remuneration must be linked to the value, based on a number of components, delivered by the individual within the role	Over time the minutes of the Remuneration Committee and subsequent reporting to the Governing Body, have shown that decisions about appraisal and any related remuneration have been directly linked to the performance of the CEO in her role	Y
Remuneration must consider matters of equality, diversity and inclusion with a view to ensuring that there are no biases pertaining to gender or other protected characteristics within the pay structure	Matters of equality, diversity and inclusion are demonstrated through all aspects of remuneration. This is shown directly by: <ul style="list-style-type: none"> - the use of external benchmarking data in relation to any considerations of salary - the College's Equality Policy and Statement. Middlesbrough College has in place a Single Equality Scheme and Action Plan that is linked to the College Strategic Plan and its Mission Statement and is informed by the Equality Act 2010 and associated legislation - all policies and procedures, including those relating to pay and appraisal of all staff, conforming to the Equality Act as above and all having an Equality Impact Assessment attached to them. - annual reporting of the Gender Pay Gap to the Governing Body by HR - the varied make-up of the membership of the Remuneration Committee 	Y
Colleges should be clear about what they expect from staff, i.e. what is 'normal' and what is 'exceptional'. There must be a robust and consistent process for setting objectives and assessing an individual's contribution	There is a clear Appraisal Policy which is followed by all staff including Senior Post holders, thereby ensuring consistency and a robust approach. Expectations are also clearly defined in College-wide documents such as Code of Conduct, Values etc.	Y
Remuneration can vary according to individual performance. However, the decision to apply performance-related pay is for individual colleges to make. 1 Remuneration includes not only basic salary but also bonuses, expenses and other allowances, and the monetary value of benefits in kind including housing and cars, etc. Nothing in this Code is intended to imply that performance-related pay is a requirement for fair and appropriate remuneration.	The College does not operate a Performance Related remuneration system	N/A

From time to time the value of a role may need to be reviewed in light of changing conditions, sustained performance, experience etc.	The Remuneration Committee consider this at least annually for Senior Postholders	Y
Non-achievement of an individual's expected contribution should be clearly addressed through performance management.	There is a clear College-wide Performance Management Policy which applies to all staff	Y
Any severance payments must be reasonable and justifiable	Annually, the VP of HR prepares and delivers an annual report on all severance payments to the Governing Body which is considered in detail (for 2024-2025 this was 22 October 2025) by College Governors.	Y
There should be a clear and justifiable rationale for the retention of any income generated by an individual from external bodies in a personal capacity, particularly in respect of full-time post holders	The Remuneration Committee met in May 2025 to determine an appropriate approach for the Principal/CEO when appointed to the Skills England Board. This was approved by the Governing Body and clearly articulated in writing to the Principal and VP of HR as appropriate	Y
Element ii – Procedural Fairness		
Senior Post Holder remuneration should be determined in the context of each college's approach to rewarding all of its staff, and in particular, consideration should be given annually to the rate of increase of the average remuneration of all other staff.	This is considered in detail annually by the Remuneration Committee and more generally through the consideration of the annual pay award for all staff (Corporate Services Committee and Governing Body).	Y
No individual can be involved in deciding his or her own remuneration.	The Remuneration Committee recommend the determination of remuneration for Senior Postholders and Head of Governance. The Governing Body determine the annual pay award. The Staffing Panel determine remuneration outwith the standard pay award (other than for senior post holders)	Y
Remuneration Committees must be independent, competent and should not be chaired by the Chair of the Governing Body.	The terms of reference evidence that the Committee is as outlined and is not chaired by the Chair of the Governing Body	Y
The Chief Executive / Principal must not be a member of the Remuneration Committee.	The terms of reference evidence that the Chief Executive is not a member of the Remuneration Committee	Y

Element iii – Transparency and Accountability		
<p>Each college must publish a readily accessible annual statement, based on an annual report to its governing body. This report must contain:</p> <p>a. a list of Senior Post Holders within the remit of Remuneration Committee;</p> <p>b. its policy on the remuneration for post holders within the remit of Remuneration Committee;</p> <p>c. its policy on income derived from external activities;</p> <p>d. the pay multiple of the Chief Executive / Principal and the median earnings of the institution’s whole workforce, illustrating how that multiple has changed</p> <p>e. over time and, if it is significantly above any published average, an explanation of why. The report should also contain:</p> <p>f. its choice of comparator college(s)/organisation(s);</p> <p>g. an explanation of any significant changes.</p>	<p>The Remuneration Committee will publish a separate annual statement which will be presented to the Governing Body in March 2026.</p> <p>However, the majority of information has been widely reported throughout the year in a transparent fashion specifically: the Terms of Reference, previous recommendations of the Remuneration Committee and the annual Financial Statements.</p> <p>The key detail in relation to the pay multiple of the Chief Executive and median earnings and agreement to adherence to the code is also within the Annual Financial Statements.</p> <p>Directly quoted from the Annual Statutory Accounts 2024-2025 is the following which demonstrates key elements of the statement clearly:</p> <p>The Remuneration Committee comprises six members of the Governing Body (with the Chair and the Vice Chair of the Audit and Risk Committee included in this cohort), and its main responsibility is to make recommendations to the Governing Body on the remuneration and benefits of the Principal/Chief Executive (Accounting Officer), Senior Postholders (if applicable) and the Head of Governance/Clerk to the Corporation.</p> <p>It is also responsible for producing an annual report on the business of the Committee, to comply with the AoC Code of Good Governance, Annex 1 (The Colleges’ Senior Post Holder Remuneration Code).</p> <p>The Principal/Chief Executive (Accounting Officer) is a Senior Postholder.</p> <p>Two further Senior Post holders were recommended by the Remuneration Committee in May 2025 which was subsequently approved by the Governing Body. These being:</p> <ul style="list-style-type: none"> - The Deputy Principal - The VP of Business Innovation & Partnerships, <p>The Head of Governance/Clerk to the Corporation is not a designated Senior Postholder.</p> <p>Details of remuneration for the year ended 31 July 2025 are set out in note 7 of the 2024-2025 Financial Statements.</p>	<p>Y</p>

APPENDIX THREE

DETAILED REMUNERATION FOR THE PRINCIPAL/CEO

1 JANUARY 2023- 31 DECEMBER 2024
1 JANUARY 2024-31 DECEMBER 2025

Emoluments of the Chief Executive/Principal	1 Jan 2023- 31 Dec 2023 combined total	1 Jan 2024-31 December 2024	1 Jan 2025-31 July 2025	1 August 2025 – 31 December 2025
Salary	£157,010.64 actual salary over the period	£164,542.50	£98,862.75	£71,322.41
Performance Related Pay	-	-	-	
Benefits	-	-		
Pension Costs	£24,457.56	£25,833.24	£15,521.45	£11,197.62
Total	£181,468.20	£190,375.74	£114,384.20	£82,520.03
			Total over 1 Jan – 31 December 25 £196,904.23	

*a staff pay award of 6.5% for all staff was granted from 1 October 2023 rather than the traditional 1 January (2024) hence the split in salary shown

2025 – a 3% pay award was retrospectively given to all staff backdated to January 2025. A further 1% was given to all staff as of 1 August 2025

APPENDIX FOUR

EXPENSES FOR THE SENIOR POSTHOLDERS AND HEAD OF GOVERNANCE 2024-2025

Costs associated with attendance at regional and national policy forums and sector conferences and with attendance at international visits as part of national policy forums/DfE.

All were approved by the Remuneration Committee at its 16 December 2025 meeting as part of their deliberations.

Deputy Principal/Chief Executive	£3702.53
Vice Principal	£480.30
Head of Governance	£282.59



Appendix 8

EMAIL PROFORMA FOR GOVERNORS IN RECRUITMENT OF POTENTIAL GOVERNORS OR CO-OPTED GOVERNORS

The following proforma is to be emailed to all current governing body and /co-opted governors ahead of any proposed interview process.

The proforma should be returned via email by an agreed date to the Head of Governance, Zeta Foster (z.foster@mbro.ac.uk).

Alternatively, this could be reported to the Chair of Governors.

CONFIDENTIAL

Name of Candidate for Interview:

Date of proposed Interview:

TO BE COMPLETED by current governor or external member

Please tick or highlight the relevant response:

- a) I know the candidate and support their interview
- b) I know the candidate and have reservations regarding their appointment*
- c) I do not know the candidate and therefore cannot comment

- If answered b)

The reason(s) are:

Signed by: _____ **Date:** _____

Received by the Head of Governance/Chair of Governors **Date:** _____

APPENDIX 9

GOVERNANCE PERFORMANCE INDICATORS 2024-2025 (Final)

Performance Indicators	SMART Target (What will success look like?)	Progress Measures (How will progress and impact be measured throughout the year?)	Leads	Update 3 - Oct /Dec 25	Evidence
Composition and Membership Indicators					
Achievement of Composition	100% filled against vacancies / vacancies being filled within 1 termly cycle	Membership assessed throughout the year and actions to address vacancies in place	Search and Governance Committee/Head of Governance/CEO	Achieved	The Governing Body is at full capacity (23) as of 7 October 2025.
Attendance/Participation both overall and individual including: training; college; community/celebratory/SARs	At least 40% quoracy of all committee meetings and the effective completion of corporation business; Governor presence at key celebratory events over the year; Attendance to at least one SAR session over a two year period unless impossible due to professional commitments	Ensure all governors are attending in line with expectations/individual commitments; Attendance figures will be recorded for all meetings but no set target for individuals and reported to S&G committee; Attendance forms part of the annual 2:1 meeting and personal discussions were necessary so the Chair and Vice Chair are appraised of extenuating circumstances	Head of Governance	Off Track	Tecnically all the main elements were achieved except some individual attendance (due to a variety of factors) resulting with attendance overall being down by 3% on the previous year (72%). Governors did attend key college events throughout the year in addition to SAR meetings. The majority of governors have attended a SAR validation event over 2 years, and the ones who have not are signed up to attend in November 2025 (this amounts to 3 governors). The Attendance Policy was amended to allow for flexibility to move College Governors not regularly attending to Co-opted should they individually be finding attendance difficult. Attendance was discussed at the 2:1 meetings with detailed information provided to support this. Overall attendance target was reduced to 75% to realistically accommodate the high % of full time working governors on the Board (approx. half) as the high value of the complex board membership was recognised, with careful monitoring to continue 2025-26
Meeting Quoracy	100%	quoracy at least 40% at each meeting	Head of Governance	Achieved	100% quoracy
To ensure that the Governing body reviews, at least every three years the Standing Orders and Terms of Reference	Reviews completed fully every three years with next review due in 2024-2025/2025-2026 (or sooner if required)	Reviews have been completed with documents updated	Head of Governance	On Track	The Instrument and Articles were updated and approved 10 July 2025 and the Standing Orders are due for approval on 22 October 2025. Terms of Reference for the main committee meetings were approved 10 July 2025, with Remuneration Committee due for review at the next meeting in November 2025

<p>To ensure that the Governing Body reviews, at least every two years: i) election of Chair and Vice Chair ii) Election of Committee Chairs</p>	<p>Review as per schedule with outcomes approved</p>	<p>Appropriate elections/approvals for the positions are in place at the regulated intervals or as agreed by the Governing Body</p>	<p>Head of Governance</p>	<p>Achieved</p>	<p>The Chair of Governors process concluded successfully at the 10 July 2025 meeting. The Chair and Vice Chair of Audit and Risk were confirmed at the same meeting. The process for Vice Chair will be instigated during 2026. Committee Chairs are considered as part of the membership discussion at each S&G meeting</p>
<p>To ensure that the Search and Governance Committee approves the following in providing assurance to the Governing Body: Skills and Experience Matrix; Training Needs Analysis; Training Plan; GB membership; Code of Governance Review</p>	<p>Annual reviews and changes take place; assurance given to GB through reports to each meeting</p>	<p>Review at all Search and Governing Body meetings as required; GB members sufficiently trained to effectively perform their duties; Code of Governance updated and reviewed annually</p>	<p>Head of Governance/S&G</p>	<p>Achieved</p>	<p>The key elements of the training plan for 2024-2025 were achieved and the 2025-2026 training plan approved. Reporting against the Code of Governance for 2024-2025 would be considered at S&G on 14 October and confirmed at GB on 22 October 2025. All inductions have been completed for new governors during 2024-2025 and are in place for new governors 2025-2026.</p>
<p>To ensure that the Chair and Vice of Governors holds annual review meetings with all Governors and Co-opted Governors and feed back any key emerging issues to the Search and Governance Committee and/or the Head of Governance.</p>	<p>Annual Reviews carried out and feedback to S&G/Head of Governance as required with any actions implemented</p>	<p>Report to Search and Governance Committee with recommendations feeding through training etc.</p>	<p>Chair and Vice Chair/Head of Governance</p>	<p>On Track</p>	<p>The majority of meetings took place as planned ahead of verbal feedback to the S&G committee on 14 October 2025 which will inform some training and also succession planning where required. Further actions will be determined after discussion and may impact on training, areas for improvement and individual support where required</p>
<p>To ensure that the Remuneration Committee undertakes the annual appraisal of the Principal/Chief Executive, Head of Governance and any other Senior Postholders, with a view to make a recommendation on a Pay Award and agree future objectives.</p>	<p>Principal and Clerk Objectives set for 2023-2024 would be appraised during the Autumn Term 2024 by the Chair and Vice Chair; Chair of Governors to report to Rem Committee and GB annually in December</p>	<p>Appraisals take place and are reported in the Autumn Term; Objectives visited throughout the year as appropriate</p>	<p>Chair and Vice Chair</p>	<p>On Track</p>	<p>Whilst appraisals against 2023-2024 targets were achieved in the Autumn term, plans are to be finalised for the 2024-2025 review (Autumn 2025). There are now 2 further senior postholders for the Remuneration Committee to consider after agreement to include these at an extraordinary Remuneration Committee meeting in May 2025.</p>

<p>To ensure that the Remuneration Committee produces and publishes an annual report which fits in with the AoC Remuneration Code adopted by the Governing Body on 15 July 2019</p>	<p>Annual report is produced, approved and published annually</p>	<p>The Remuneration report is approved for recommendation by the Rem Committee; approved by the GB and published as part of the Corporate Governance Annual Report</p>	<p>Head of Governance/Rem Committee</p>	<p>Achieved</p>	<p>As reported at the last checkpoint this has been published after approval</p>
<p>College Performance Indicators</p>					
<p>To ensure good governance supports the College in the development and delivery of its 5 year strategic plan</p>	<p>Set and achieve a stretching set of Key Performance Indicators (KPIs) which ensure the College is above National Rates (where relevant) in all it does</p>	<p>Annual Review of Mission Statement, Strategic Objectives and Strategic Plan; Termly strategy review progress reports</p>	<p>Chair/CEO-SLT/Head of Governance</p>	<p>On Track</p>	<p>Governors remain fully appraised of progress against KPIs most recently at the July 2025 meeting, with good progress overall across the main priorities. Where ambitious targets were not achieved there had still been improvements on the previous year (e.g. GCSE maths and English still above national rate), positive destinations, staff sickness). Full consideration of achievement against the 5 year strategic plan thus far (after detailed work by both SLT and CMT) will take place on 7 October 2025, ahead of developing the new plan over 2025-2026.</p>
<p>To ensure good governance supports the College in maintaining at least Ofsted GOOD at each inspection</p>	<p>College Self-Assessment report and quality improvement plan approved and monitored in-year; Governance Self-Assessment report and quality improvement plan approved and monitored in-year; Ofsted Inspection Report; Key Performance Measures set annually and reviewed termly by Curriculum and Standards/GB</p>	<p>Self-Assessment reports and improvement plans approved and monitored; Ofsted Inspection reports and action plans (ITE); Termly updates and reviews to/by Curriculum and Standards/GB</p>	<p>Chair/CEO-SLT/Head of Governance/GB/C&S committee</p>	<p>On Track</p>	<p>All elements of the indicator have been attended to throughout the year. SAR meetings are currently taking place with Governors SAR validation due 4 November 2025 where the final outcome will be determined. In relation to Ofsted changes, work is ongoing to support the reporting to Curriculum and Standards Committee to best ensure appropriate challenge, monitoring and support</p>
<p>To ensure good governance supports the College in maintaining Good financial health</p>	<p>External measures show College is in good financial health; GB and CSC committee monitor budgets/planning and support planning and progress; Annual Financial Statements are approved with unqualified audit opinion by 31 December (2024-2025)</p>	<p>Education Funding Agency letter confirms the College is maintaining at least Good; Revenue and Capital Budgets approved by 31 July; Bi monthly management accounts are reviewed by CSC and GB</p>	<p>Chair/Chair of CSC/CEO/VP Finance and Registry</p>	<p>On Track</p>	<p>A very strong five year plan was approved by Governors in July 2025 confirmed a positive trajectory going forward, responding to direct Governors challenge to increase cash balances, invest in workforce, and ensure prudence in the plan, assisted by the spending review and insutrial strategy (capital funds). Options for development would be discussed in Autumn term GB meetings and committees.</p>

<p>To ensure good governance supports the College in ensuring that staff and students are safeguarded at all times.</p>	<p>Safeguarding is understood and monitored termly and annually (via annual reports) by the Governing Body and that the GB is trained annually; Health and Safety is also monitored on a termly basis; Safeguarding and Health and Safety Link Governors are actively engaged with at least termly meetings</p>	<p>Safeguarding and Health and Safety termly reports to GB; Safeguarding and Health and Safety Link Governors attend respective College meetings/liases with Safeguarding and Health and Safety Leads; Annual reports are approved October 25; annual safeguarding training takes place for all governors and Prevent certification for all governors is on a rolling two year programme</p>	<p>Safeguarding and Health and Safety College Leads (SLT)/Link Governors</p>	<p>Achieved</p>	<p>All Safeguarding and Health and Safety reports have been shared with the GB every term and annual reports will be shared during the Autumn term GB meetings. Link Governors have been active in both areas over the course of the year with an annual verbal report given to GB on 10 July 2025</p>
<p>To ensure good governance supports the College in meeting the needs of its diverse community and affords equality of opportunity for all</p>	<p>Equality of Opportunity and Diversity monitored by Corporate Services Committee and Governing Body with an active role by E&D Link Governor; E&D of Governing Body monitored bi annually resulting in a diverse College community at every level (GB; staff; students etc) and an understanding and support of barriers for specific communities</p>	<p>E&D termly reports to GB; Equality and Diversity Link Governor actively attends and is involved in E&D activities; E&D annual report 2023-24 (Dec 24); E&D data obtained bi annually and monitored by Search and Governance Committee and used for future recruitment activities where appropriate</p>	<p>E&D SLT Lead/E&D Link Governor/Search and Governance</p>	<p>Achieved</p>	<p>Monitoring of EDI has been consistent throughout the year. The annual report will come to the December 2025 GB meeting as per the cycle. Equality data continues to be collected for the Governing Body with steady progress. A further appointment to the Co-opted cohort will increase monitoring, challenge and support for the EDI college committee</p>
<p>To ensure robust risk management processes are in place to assist the College in meeting its Strategic Plan and GB objectives</p>	<p>The College is able to meet its Strategic Plan and objectives having managed the risk landscape successfully</p>	<p>Termly review of the Strategic Risk Registers by SLT Risk Management Group (and attending Governor) all of which are reviewed at least termly by the Audit and Risk Committee who provide regular assurance to the wider GB; Risk Management Annual report and Risk Management Annual Plan are approved annually; External Audit Reports; Internal Audit Reports; as of October 22 there is an established mechanism whereby all committee consider specific risks to that area at the start and end of each meeting (feeding into future registers) and GB have a full review of all risks termly</p>	<p>SLT Risk Management Champion/SLT; Audit and Risk Committee</p>	<p>Achieved</p>	<p>Risk management has been strong over the year and continues to be so during the Autumn Term 2025. The risk management action plan for 2025-2026 was approved July 2025. New Internal Auditors have been appointed and have agreed a plan for activity into 2025-2026 and beyond which will be carefully overseen by the Audit and Risk Committee</p>

APPENDIX 10 GOVERNANCE SELF ASSESSMENT AREAS FOR IMPROVEMENT 2025-2026

Areas for Improvement (What is the issue?)	Root causes (What caused the issue?)	Actions (What are you going to do about it? What is going to change to address the root causes?)	SMART target (What would success look like?)	Progress measures (How will progress and impact be measured throughout the year?)	Strategic lead	Operational lead	Update 1 - Jan 26	Evidence (How do you know?)
Increase Attendance - including ensuring an appropriate meeting schedule to ensure high attendance (ideally 80% overall target)	Some governors were struggling due to other commitments (generally work related) to regularly attend/dropped out at short notice; some sickness	There has been further consideration of the meeting schedule for 2025-2026; the Attendance Policy has been adjusted to allow movement to Co-opted for Governors unable regularly to attend; new governors with more availability	Aspirational 80% overall attendance for Governing Body members	Monitoring of attendance at meetings by Head of Governance with termly reports to Search and Governance Committee. Annual attendance figures to be provided for annual individual meetings to enable discussions where required. Individual discussions with governors/chair where relevant	S&G/Chair/Head of Governance	Head of Governance	On Track	All meetings for Term 1 were fully quorate. There were some pockets where the 80% target had not been reached (e.g. CSC; HE) and these would be monitored over the year
Report Writing and Presenting as part of continuous improvement to support Board knowledge and decision making	Overall, reports have improved but with some pockets for progress- still considered too long and complex, not always clear on focus and expectations for governors not always clear, greater analysis - 'so what?', some repetition across reports/committees/board - less productive in light of governors time and meeting flow	1) Governing Body meeting agendas to be streamlined to avoid repetition from committees with a clearer focus on strategy - first pilot October 2025 2)Curriculum and Standards agendas are further adapting to support changes to Ofsted and also to support breadth of information to the committee and ensure smooth running/length of meetings 3) Agenda planning - varying of order throughout the year 4) Committee Chairs to meet at least annually with SLT lead to review agendas etc. 5) Committee chairs to meet Z Lewis ahead of GB meetings 6) Z Foster and Z Lewis to support report writers and to oversee general improvements to the report writing process (including standard acronym/terminology checking) 7) Chairs to ensure presenters stick to time	1) Shorter, easier to read, more focussed reports (and smaller packs) generating appropriate challenge and discussion and clear decision making 2) meetings are kept to time	feedback throughout the year on all aspects with adjustments made after each relevant cycle of meetings; meetings are to time; reports are shorter, less repetitive and clearer to all governors (feedback sought via annual meetings in addition to after meeting cycle)	Principal/Head of Governance/Chair of Relevant Committee	Principal/Head of Governance	On Track	1) October and December's streamlined GB meetings had been well received particularly the addition of the SLT presentation 2) the first Curriculum and Standards meeting using the new agenda format had worked well and was to be used as a basis for the March meeting 5) this had been updated with SLT leads for Committees to meet with Chairs approx. 3 days ahead of each meeting with dates being finalised 7) all meetings had run to time. External Speakers to be part of Strat Planning days to enhance governor knowledge and broaden presentation base
Develop a more comprehensive Governing Body Review/Appraisal Cycle	Annual individual meetings productive but a more 360 approach would be of benefit including seeking views of SLT; Chair of Committee involvement with reviews	1) Extend pre meeting questionnaires to SLT members for both Governing Body generally and Chair specifically 2) Change annual reviews to be Chair or Vice Chair of GB with relevant Chair or Vice Chair of Committee	Rounder feedback on GB (360 style); Clearer focus on areas for improvement/areas of strength and any related training/dev needs; better understanding of roles/relationships SLT and GB	Preparatory revised questionnaires to be determined with S&G Committee to ensure fit for purpose for SLT; evidence and feedback from annual individual meetings; better informed self evaluation and training for following year; Chairs of Committee's increased knowledge of committee members ensure appropriate support and mentoring (particularly of newer members)	S&G/Chairs/Head of Governance/Principal	Head of Governance	Off Track	This work had not started yet but initial documentation would be ready for S&G at the May 25 meeting

KEY DEVELOPMENTS 2025-2026

Key Developments	Actions	Strategic lead	Operational lead	Update 1 - Jan 26	Evidence	Update 2	Evidence	Update 3	Evidence
Further improve the diversity of the Governing Body (ongoing)	1) Use the Equality and diversity data annually to assess the Governing Body and determine areas of need (e.g. age, sex, ethnicity, disability) 2) When considering candidates be proactive in relation to the data gaps, alongside the appropriate consideration of skills and experience as required 3) Longer term (2024 -) develop a system to support future governors (including: students, parents, local community)	Search and Governance Committee	Head of Governance	On Track	Progress has been made from 24-25 particularly in relation to male/female and greater ethnic diversity. Recent appointments/interviews would also strengthen the co-opted cohort with a younger age range/experience thereby starting the process of future board recruitment (as per Action 3)				
Improve further the induction process for new governors	1) adopt a tailored approach to induction alongside the standard offer with a range of options to 'pick and choose' 2) add in an FE sector focus to initial information/discussions to support those outwith the sector	Search and Governance Committee	Head of Governance	On Track	Initial 'pick and mix' draft to be shared with S&G at Jan meeting ahead of implementation with new governors during 2026				
Better enable participation	ensure more timely sharing of information for participation events to governors	Marketing/Head of Governance	Marketing/Head of Governance	On Track	Head of Governance in close liaison with Marketing Team on any events with current list having been shared for governors. Communication processes strengthened to ensure regular updates				