



**MINUTES**  
**MEETING OF THE FE CORPORATION**  
**Held on Friday 28<sup>th</sup> March 2025, at 9.30 am in the Skills Park**

**Governors:** Chris Muller (Chair), Nick Vaughan-Barratt (Vice-Chair), Julie Kapsalis (CEO/Principal), Sean Ahearne, Mark Brunt (MBr), Martin Butterfield (MB), Simon Enoch, Asa'ah Nkohkwo, Giuliana Pieri, Clive Palfreyman, Lynn Reddick, Jeremy Williams.

**Staff Governors:** Slavina Kalendzhieva (Teaching Staff), Amber Watson (Support Staff).

**Student Governors:** Mikey Bertagna-Agozzino (FE), Oliver Martin (FE).

**In Attendance:** Sarah Watson (Chief Operating Officer), Andy Cowan (Deputy Principal Curriculum & Quality), Donna Patterson (Chief People Officer), Dan Thornton (Executive Director Innovation, Strategy & Growth), Susanne Wicks (Head of Governance).

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| <b>1</b> | <b>Welcome and Apologies for Absence</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                       |
|          | The Chair welcomed everyone to the meeting.<br>Apologies for absence were received from Angela Green and Jackie King.<br>Hannah Lealan did not attend the meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                       |
| <b>2</b> | <b>Declarations of Interest</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                       |
|          | The CEO/Principal declared that she is an unremunerated Director of Nescot Enterprises Ltd. (NEL).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                       |
| <b>3</b> | <b>Minutes of the Previous Meeting and Matters Arising</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                       |
|          | a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Governors approved the minutes of the meeting held on 13 <sup>th</sup> December 2024. |
|          | b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | There were no matters arising not otherwise covered on the agenda.                    |
| <b>4</b> | <b>CEO/Principal's Report and Updates</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                       |
|          | <p>The CEO/Principal and ELT colleagues delivered a detailed presentation to the Corporation which is available on <a href="#">GovernorHub</a>. The presentation covered:</p> <ul style="list-style-type: none"><li>• Safeguarding</li><li>• Teaching, Learning &amp; Assessment</li><li>• KPI update</li><li>• Budget update</li><li>• Operations and Estate update</li><li>• In-year growth – Adult Skills</li><li>• HR update.</li></ul> <p>Comments and questions were welcomed, and matters discussed are set out below.<br/>Part of the discussion is included within the confidential minutes.</p> <p><u>Campus Safety</u></p> <p>The Corporation welcomed the Campus Security <a href="#">update</a> from the Chief Operating Officer and commended her tenacity and persistence in engaging with external agencies, which</p> |                                                                                       |

has led to Nescot's involvement in a JAG meeting, to take place on 1<sup>st</sup> April and in the 'Clear, Hold, Build' initiative.

LR asked about improvements to the footpath from Ewell East Station and the Chief Operating Officer advised that all that can be done by Nescot on its land has been done, such as installation of more lighting, regular security patrols and the erection of more CCTV cameras. However, some things, such as lighting under the bridge, have been delayed by the complex arrangements of the land ownership around the station and the college. Network Rail have cleared some of the foliage adjacent to the footpath and there have been discussions about erecting more CCTV cameras on the path. The Chief Operating Officer expressed optimism that some of the issues will be resolved at the JAG meeting.

NVB asked about the remit of the JAG and sought reassurance that some action will emerge from the meeting. MBr advised that, in his experience, the meetings are worthwhile, with attendees normally having the authority to make decisions and effect changes. The Chief Operating Officer undertook to report back to Governors after the meeting.

#### Curriculum Planning

The Executive Director of Innovation, Strategy & Growth summarised the changes made to the curriculum planning process this year, which includes a validation process, driven by the Chief Operating Officer and Deputy Principal. Managers are asked to complete a template in advance, focussing on the rationale, costs and opportunities for growth in their department, to ensure maximum efficiency without any detriment to the learners. LR asked how staff are given the chance to present ideas for new courses, and the Executive Director responded that curriculum managers are encouraged to do so through curriculum planning.

In terms of HE courses, the Deputy Principal reported that few managers have proposed any growth through curriculum planning. However, discussions are underway about marketing specific courses, such as those running in partnership with APHA.

#### HR

The Corporation welcomed Nescot's participation in the 'Stressed Out or Hyped Up' workload study and the Chair asked if any information is available on the impact of Governors on workload. He highlighted the need for Governors to monitor and support staff wellbeing, particularly the senior leadership team. The Chief People Officer expressed the view that the workshops emerging from the project would be useful for all, and undertook to invite Governors to appropriate events in April and May.

MBr asked if staff who successfully applied for a retention payment would be entitled to apply again, if another round is announced, expressing concern that this could lead to them relying on the additional income. The Chief People Officer noted that the criteria for applicants was quite strict, and expressed the view that further rounds would not be open to those who have already benefitted, but undertook to share more information when available. MBr speculated that those who received the award may move on if they aren't eligible to re-apply, and the Chief People Office expressed the view that it wouldn't be the case.

#### EDI

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|          | <p>The Corporation approved the EDI policy and welcomed the Pledge, which would be signed by the Chair and CEO/Principal after the meeting.</p> <p>The CEO/Principal presented the Good News Stories.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>5</b> | <b>Compliance Matters</b>                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|          | <p>Noting the recommendation from the Finance &amp; General Purposes Committee, the Corporation approved the HE Tuition Fees 2026-27.</p>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>6</b> | <b>Reports from Committees</b>                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|          | <p>The Corporation received an update on this term's Committee meetings, minutes of which are all available on <a href="#">GovernorHub</a>.</p>                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|          | a                                                                                                                                                                                                         | <p><u>Search &amp; Governance Committee 04.02.2025</u></p> <p>The Chair gave a brief summary of matters discussed at the meeting.</p> <p>The Chair encouraged Governors to observe meetings of committees of which they are not a member.</p> <p>The Corporation noted that the skills audit is due, and would be carried out next term, which would inform recruitment to any vacancies.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|          | b                                                                                                                                                                                                         | <p><u>Curriculum &amp; Quality Committee 12.03.2025</u></p> <p>GP, who chaired the meeting following Angela Cross-Durrant's resignation, highlighted three key points for the Corporation's attention:</p> <p>The Committee agreed to receive an annual report on the financial performance of Nestots, to ensure they have a good understanding of income, expenditure and specific challenges facing the sector.</p> <p>The Committee were very pleased to receive a demonstration from the Deputy Principal of the new systems in place to capture and manage student data.</p> <p>The Committee learned that, last term, staff were asked to participate in a Safeguarding Quiz which was well received, and will be receiving further data on participation rates.</p>                                                                                                                                                                            |
|          | c                                                                                                                                                                                                         | <p><u>Audit &amp; Risk Committee 14.03.2025</u></p> <p>The Chair of the Committee, SE, presented a summary of the recent meeting and highlighted the following points:</p> <p>Both cyber security and funding compliance will henceforth be standing agenda items.</p> <p>There was a robust discussion around the implementation of the new finance system and the Committee were reassured by the Chief Operating Officer's plans, the decision to extend the period of parallel running, and to maintain the current system until year-end.</p> <p>The Committee received the update on campus security which has also been shared with the papers for this meeting.</p> <p>JW pointed to the recent publication of the DFE's framework and guide for external auditors and reporting accountants of colleges, and sought confirmation that Nescot has no sub-contracting arrangements in place. The CEO/Principal confirmed that was the case.</p> |

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|          | D                         | <p><u>Finance &amp; General Purposes Committee 24.03.2025</u></p> <p>The Chair of the Committee, CP, presented a brief summary of the recent meeting, noting that most issues discussed had already been covered by the Chief Operating Officer.</p> <p>The Committee were pleased to welcome the new Director of Finance &amp; Procurement, Rachel Jones, who will be working up some investment options based on the parameters agreed by the Committee.</p> <p>The Committee also received an update on the new financial software and will take care to avoid duplication with other committees.</p> <p>The Committee approved the <a href="#">Gender Pay Gap</a> and welcomed the news that both the mean and median gender pay gap figures have decreased in 2024.</p>                                                                                                                                       |
| <b>7</b> | <b>Governance Matters</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|          | a                         | <p><u>Chair's Report</u></p> <p>Following her resignation earlier in the term, the Chair formally recorded thanks from all staff and Governors to Angela Cross-Durrant. He noted his personal thanks for her support to him since taking the Chair, and highlighted her impact as a Governor and Chair of the Curriculum &amp; Quality Committee. Governors noted how Angela always asked penetrating and relevant questions, with students at the forefront of her thinking. The Corporation and ELT joined the Chair in sending best wishes to Angela.</p>                                                                                                                                                                                                                                                                                                                                                       |
|          | b                         | <p><u>Staff Governors' Report</u></p> <p>AW presented the report, and gave a positive report of the Staff Reps meeting which took place on Monday 3<sup>rd</sup> March 2025. She advised that feedback from staff, which can be shared through a variety of ways, tends to focus on estates related matters and HR issues. However, she was pleased to confirm that there has been positive feedback about the additional security measures in place, from both staff and students.</p> <p>The CEO/Principal added that she found it very valuable to attend the Staff Reps meeting as she was able to address some queries raised immediately, and identify some quick wins.</p> <p>The Head of Governance undertook to share the date of the next Staff Reps meeting, in case one or two would like to attend.</p> <p>On behalf of all Governors, the Chair thanked all staff for another term of hard work.</p> |
|          | c                         | <p><u>Calendar of Meetings 2025-26</u></p> <p>The Corporation approved the calendar.</p> <p>The Head of Governance will send invitations to meetings in the next few weeks.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|          | d                         | <p><u>Membership</u></p> <p>JW and SA left the room for the consideration of their re-appointment.</p> <p>1) The Corporation approved the re-appointment of Jeremy Williams and Sean Ahearne for a four-year term commencing 20.05.2025.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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|           |                                                                               | 2) The Corporation appointed Giuliana Pieri as Chair of the Curriculum & Quality Committee for the remainder of the academic year. |
| <b>8</b>  | <b>Any Other Business</b>                                                     |                                                                                                                                    |
|           | No matters were raised.                                                       |                                                                                                                                    |
| <b>9</b>  | <b>Date of Next Meeting</b>                                                   |                                                                                                                                    |
|           | Friday 4 <sup>th</sup> July 2025 at 9.30 am.                                  |                                                                                                                                    |
| <b>10</b> | <b>Confidential Items</b>                                                     |                                                                                                                                    |
|           | The discussion of confidential matters is contained within a separate minute. |                                                                                                                                    |

**The meeting closed at 11.45 am**

### **Decisions:**

The Corporation:

- Approved the minutes of the meeting held 13<sup>th</sup> December 2024.
- Approved the HE Tuition Fees 2026-27.
- Approved the Calendar of Meetings 2025-26.
- Approved the re-appointment of Jeremy Williams and Sean Ahearne for a four-year term commencing 20.05.2025.
- Approved the appointment of Giuliana Pieri as Chair of the Curriculum & Quality Committee for the remainder of the academic year.