



THE WINDSOR FOREST COLLEGES GROUP

MINUTES OF A MEETING OF THE CORPORATION

Held at BCA on Friday 15 May 2026

PRESENT:	Paul Britton	<i>Governor</i>
	Riley Campisi-Dignan	<i>Student Governor FE</i>
	Jo Croft	<i>Corporation Chair</i>
	Jane Fawkes	<i>Governor</i>
	Louise Fellows	<i>Governor</i>
	Sam Foley	<i>Interim CEO & Group Principal/ Governor elect</i>
	Rachel Fowler	<i>Governor</i>
	Nathan Garat	<i>Governor</i>
	Alasdair Lenman	<i>Governor</i>
	Sam Marshall-Davies	<i>Governor</i>
	Antonia Spinks	<i>Governor</i>
	Ollie Symons	<i>Permanent CEO & Group Principal/ Governor elect</i>
	Sarah Waller	<i>Academic Staff Governor FE</i>
	Alison Wheatley	<i>Support Staff Governor</i>
APOLOGIES:	Kirsten Ashman	<i>Governor</i>
	Jacob Clay	<i>Academic Staff Governor Sixth Form</i>
	Jeo Dozono-Kim	<i>Governor</i>
	James Fernley	<i>Governor</i>
	Anthony Haines	<i>Governor</i>
	Rob Lewis	<i>Senior Independent Governor (SIG)</i>
	Gillian May	<i>Group Principal & CEO (outgoing)</i>
	Ketija Oyeniran	<i>Student Governor Sixth Form</i>
	Signe Sutherland	<i>Corporation Vice-Chair</i>
IN ATTENDANCE:	Naomi Bailey	Group VP (Adults, Apprenticeships & Commercial)
	Gary Dixon	Principal FE
	Dan Fairbairn	Group Director of Digital, Marketing and Admissions
	Karen Griffiths	Deputy Group Principal
	Tim Mace	Head of IT infrastructure and security
	Tracy Reeve	Group Director of Governance
	Lucy Gill	Group Finance Director
	Sinead O'Donoghue	Principal Sixth Form
	Laura Peters	Group VP: Student Services, SEND & alternative provision
	Wendy Stott	Group Management Accountant

PART I

<u>MINUTE NO.</u>		<u>ACTION</u>
	The meeting started at 8.45am	
1.	<p><u>Welcome & Housekeeping</u></p> <p>The Chair (JC) welcomed everyone to BCA. JC welcomed the newly appointed permanent and interim CEOs to the meeting. Governors were reminded that Sam Foley would be taking over the interim role on 1 June 2026 with Ollie Symons moving into his permanent role in early autumn 2026. JC highlighted the feedback letter from the Annual Strategic Conversation which was held with DfE on 28 March 2026. This positive letter provided useful context and assurance for governors at the start of this strategic meeting.</p>	
2.	<p><u>Apologies for Absence</u></p> <p>Apologies had been received as detailed above.</p>	

3.

AOB

There was no urgent other business notified.

4.

Declarations of interest

There were no declarations of interest.

5.

Minutes of the Previous Meetings held on 18 March 2026

The Minutes of the previous meeting held on 18 March 2026, having been previously circulated to members, were agreed as a true record and would be taken as signed by the Chair.

All Members were agreed.

- *Matters Arising from the Minutes of the Previous Meetings*

The Group Director of Governance (TR) presented a report which updated the meeting on the current status of 'matters arising'; all matters were included on the agenda or completed.

➤ *Safeguarding update*

The meeting noted an update from the Group VP Student Services (LP) on safeguarding which included an update on the action plan put in place after the safeguarding incident at Slough and Langley College (11 March 2026) which was reported to governors and discussed on 18 March 2026. The meeting was pleased to see that the review had identified that the lockdown procedure had run smoothly; staff and students were well prepared and knew what to do. The meeting noted the subsequent feedback from the police that the student had been arrested, and the college withdrew the student from his course (construction) as a result of this incident. LP confirmed that after this event a review of the safeguarding risk – Risk 6 'External Safeguarding Risks' - on the WFCG Risk Register had been undertaken and SLT had agreed that there was no need to change the current risk assessment grading.

LP highlighted the action plan for further assurance after the recent incident:

- **Mobile** knife arch purchased and training delivered. Police coming onsite (S+L) 20th May to work in collaboration with the college. Ongoing plans to use the arch across all four sites, moving around campus, outside classrooms, random searches as preventative measure.
- **Knife wands (handheld metal detectors):** These had been purchased and a plan was in place for random searches by Security Staff in reception with support from the safeguarding team. LP confirmed that this activity was included in the WFCG Search Policy.
- **Body worn** cameras would be issued to the College Security Teams; a clear policy was being drawn up before implementation.
- **Stab vests had been** purchased for security teams and safeguarding staff.
- **Educating students:** Thames Valley Police (TVP) delivered student training on the 13 March 2026 (pre-arranged as part of the Slough & Langley College Safeguarding Week) which reflected on the knife incident and the recent lockdown. Further student training had been offered by TVP and this engagement with the police and community officers across all sites would continue.
- **Knife crime tutorial:** This would continue to be delivered each year across all four sites.
- **Safeguarding week** would be rolled out across all four sites moving forward.

Governors (AL) sought confirmation on how students had reacted to the incident and the lockdown. LP confirmed that as students were well practiced in 'shelter-in-place' and had regular drills they had taken it in their stride. Counsellors had also been available to discuss the incident with any students who needed support but take up had been minimal. Governors (SMD) commended the SLT on how the incident had been handled. She suggested that the low-key student's reaction had been due to the previous training and the calm way it was dealt with by staff. The meeting commended the actions taken after the incident and the fact that the safeguarding team were constantly reviewing process to refine and improve.

The permanent CEO & Group Principal elect (OS) asked the student governor in the meeting how students at other campuses had reacted to the incident. The Student Governor (RCD) confirmed that he did not think students at BCA were aware of the incident until a week later but there was little surprise that it had happened. RCD confirmed that students had been informed that an action plan had been put in place after the incident to further refine safeguarding procedures.

The meeting also noted the detailed safeguarding data and the key themes year-to-date 2025-26. LP confirmed that the safeguarding team had seen an increase in reports of domestic abuse, sexual assault (peer-on-peer) and suicide attempts. The meeting noted the detailed action taken to address these trends.

The comprehensive safeguarding update was NOTED

➤ Employee Representative Board (ERB)

The Principals informed the meeting that this was progressing; nominations had now been received and initial meetings were planned after Easter. The ERB would work alongside the Mirror Board to support staff voice.

NOTED

It was noted that there were no other matters arising.

6. **INTRODUCTION OF NEW PERMANENT CEO & GROUP PRINCIPAL**

Ollie Symons introduced himself to the meeting. OS expressed his pleasure at joining WFCG – hopefully early in the Autumn term - during an exciting time for the organisation. He believed WFCG had the potential to be an anchor institution as the focus on skills delivery became ever more important. OS assured the meeting that he would be in a strong position to lead WFCG through the impending curriculum reform as he was a working Ofsted Inspector and had a clear insight into the rationale for the changes. The meeting was very pleased to welcome OS to his first meeting and looked forward to him taking up the CEO & Group Principal role on a full-time basis in the autumn.

NOTED

7. **STAFF GOVERNOR UPDATES**

➤ Staff and Student Governors' Report

Staff Governors SW and AW and Student Governor RCD gave the meeting a verbal update on recent student and staff activity across the colleges. **The Chair asked that details of the performing arts shows across the campuses should be circulated to all governors during 2026/27.** The meeting commended the wide range of activities being undertaken throughout the FE and sixth form colleges. The recent GCSE exams were also highlighted as attendance had been very high; day one at BCA had been 97.5% and S&L 96.2%. GCSE maths had seen more than 828 learners at S&L take the exam across 47 different rooms in the college (due to specific access arrangements). Recent careers fairs at each campus including HE Fairs had also been a particular success.

The Staff and Student Governor Feedback was NOTED

➤ Link Governor Feedback

Governor AL gave the meeting feedback after a recent visit to Windsor College (Tuesday 12 May). He had visited the creative studios to see fashion projects and talked to staff which had had found really useful as new governor.

Governor RF had also visited the Windsor campus on Tuesday 12 May.

Link Governor for Safeguarding had a visit planned for Tuesday 19 May to meet the team.

Principal FE (GD) informed the meeting that he had held initial briefing meetings with Link Governors for FE – AH and KA.

TR

LF informed the meeting that she had met the digital leads at the College to talk progress and next steps.

OS suggested that during 2026-27 WFCG could look at some new and innovative ideas for governor 'immersion' and the governor link scheme, this might include governors being 'taught' by a student. The Group Director of Governance (TR) confirmed that further development of the Governor Link scheme would be as governance priority during 2026/27.

NOTED

8. **CURRICULUM STRATEGY**

The Deputy Group Principal gave the meeting a detailed presentation covering the work that WFCG was undertaking in order to be ready for curriculum reform. Governors were reminded that many of the old legacy qualifications (BTECs) would be defunded as new Level 3 qualifications were introduced. The new level 3 offering would be via three pathways: A levels, T Levels or the new V (Vocational) levels. The importance of an accurate student assessment to get them on the correct pathway was discussed along with the importance of maintaining pathways for progression for all learners. The meeting noted the current timeline for change with wholesale reform coming online in 2027-28 and completing in 2028-2030. KG confirmed that WFCG had already commenced curriculum planning for the change with a long-term view to 2030. This planning included a review of all aspects supporting the new curriculum delivery including: estates and facilities capacity, workforce readiness and employer engagement. The WFCG curriculum planning model had already been extended to cover a 15-month period to give better visibility in these key areas adjacent to curriculum delivery. Governors also noted that every FE College would be required to submit a Strategic Transition Planning Statement (STPS) to the DfE by early July outlining current plans for curriculum and qualification delivery over the next few years.

Governors noted that the new WFCG CRM system would allow the large existing database of employers to be engaged fully and efficiently in curriculum design and delivery as well as sourcing additional employers for work placements and input. The meeting talked about the importance of the liaison between college and employers and the need for consistency and trust to develop a productive long-term relationship. Governors noted that there was a specific Business Development Team working within the Apprenticeships Team as well as a number of staff sourcing placements with the Industry Placement Team. There would be a need for close collaboration between teams to avoid any 'employer fatigue'.

The meeting considered the challenges of managing ongoing financial sustainability over the next few years and it was agreed that optimal staff utilisation and a strict contribution model to identify which courses to deliver would be key to ongoing financial success in an environment with stagnant learner base funding and reduced adult funding. KG shared early thoughts about the site specific strategy matrix which would allow each campus to specialise and reduce any duplication of delivery within the group. The Principal sixth form (SO'D) and Principal FE (GD) outlined the current thinking and the detail of this site-specific provision. Governors were assured that the Executive Team were focussed on strong positive messaging to staff in relation to this curriculum change. The meeting commended this useful presentation which gave Governors a clear roadmap of the next four years and the wholesale curriculum reform. The Chair thanked SLT for their preparedness which gave the Corporation members better assurance in an uncertain environment.

- **Annual WFCG Accountability Statement 2026-27**

The meeting considered the Annual Accountability Statement for 2026-27 which set out how the WFCG would:

- Respond to national, regional and local skills priorities
- Align provision to Local Skills Improvement Plans (LSIPs)
- Deliver against the WFCG Strategic Plan (2024–2029)
- Meet the Department for Education (DfE) accountability requirements for colleges this was noted as being within the funding conditions for colleges.

The Deputy Group Principal presented the draft Annual Accountability Statement for WFCG for 2026-27. This had been reviewed based on updated LSIP priorities and the need for College Corporations to ensure that it had reviewed how well the education and training provided was meeting the local needs. TR reminded the meeting that this Local Needs Duty came into force on 28 June 2022 and was a statutory duty for college boards. It was noted that this updated document had been considered at the Strategy Governance & Search Committee on 29 April 2026 and was being recommended for approval. KG highlighted that there had been one small amendment since considered at SG&S due to additional DfE guidance being published (7 May 2026). This had clarified the need for the Accountability Statement to outline how the college intended to use the inclusive mainstream fund to support transition to the reformed special educational needs and disabilities system. An additional statement was now included on page 25 of the Accountability Statement to meet this requirement.

Governors were reminded of the Board responsibility in relation to the Annual Accountability Statement:

- to confirm that it had reviewed and approved the 2026–27 Annual Accountability Statement and was satisfied that it was consistent with the Group’s Strategic Plan, informed by robust evidence and stakeholder engagement and aligned to Local Skills Improvement Plans and national skills priorities.
- to exercise appropriate challenge and scrutiny in order to gain assurance that the targets were clear, measurable and deliverable within available resources.
- to monitor progress against the statement throughout the year to ensure effective delivery, positive learner outcomes and value for money.

KG confirmed that the Accountability Statement had been updated based on data from the DfE dashboard to evidence key student outcomes. She also confirmed that there had been no changes to the LSIP priorities since last considered in 2025. KG highlighted changes in the format and information presented for 2026

- Introduction of clear, measurable SMART targets
- Stronger alignment to LSIPs and employer demand
- Increased focus on priority sectors (green, digital, health, creative)
- Enhanced use of data and evidence (DfE dashboard, LSIP input)
- Stronger emphasis on progression outcomes

There was also a new section which outlined the scale of SEND provision across WFCG including EHCP learners; this met the new Ofsted focus on inclusion.

The senior team (KG, SO’D, GD and NB) went through the eight key objectives outlined within the Accountability Statement in detail highlighting local employer partnerships and identified skills needs. Governors were given assurance on how the Group would contribute to national skills priorities via full-time 16-19 provision (including T Levels), the delivery of apprenticeships, Free Courses for Jobs, Skills Bootcamps and Higher Technical Qualifications. The meeting noted that the objectives were focussed on the national priority sectors (with reference to the Modern Industrial Strategy) of construction, clean energy industries, digital and technologies, health, creative industries, life sciences, and professional and business services. The meeting was reminded of the Groups position as a regional leader in the delivery of Bootcamps. KG highlighted the inclusion of a clear intention with respect to adult delivery even though the move to greater devolution meant that the college’s direct DfE allocation for adult funding was reducing. KG confirmed that the hardest hit provision would be in relation to tailored learning – e.g. ESOL and ALFIE – which would impact the most-needy learners. However, WFCG was aiming to stay balanced in its approach and there was an ongoing need to be mindful of LSIP priorities e.g for construction. There would also be an ongoing need to maintain that provision for WFCG progressing learners who were 19+.

The meeting commended the format and the content of the WFCG Annual Accountability Statement 2026. Corporation Members were satisfied that it was consistent with the Group’s Strategic Plan, informed by robust evidence and stakeholder engagement and aligned to

Local Skills Improvement Plans and national skills priorities. The meeting was reminded that this now needed to be submitted to the DfE to meet the deadline of 6 July 2026.

Governors (PB) commended the detail in the Accountability Statement which demonstrated that the college's level of engagement with local stakeholders was strong. PB informed the meeting that the updated Berkshire & Oxfordshire Local Skills Improvement Plan (LSIP) would be submitted to the DfE on Monday 18 May; key changes reflected the notable emphasis on regional change and the impact of devolution. The meeting discussed the Local Needs Duty and sought clarity on the consequences of not meeting the Local Needs Duty. KG reminded the meeting that there would be ongoing tension in delivery of 19+ skills when funding was being reduced.

The permanent CEO & Group Principal elect (OS) suggested that management and the Governors should challenge the wording and data targets of the objectives on page 9 of the statement as it was important that the targets were for WFCG outcome data to be at or above national benchmarks. OS informed the meeting that the current benchmarking NARTS data had been published earlier in the week so needed to be considered when setting targets. OS also suggested that the Accountability Statement might benefit from the addition of data outlining progression into employment.

Governors (SMD) sought more detail on the impact of apprenticeship reforms and asked for a detailed paper to come to the autumn meeting of Quality & Curriculum Committee.

The meeting APPROVED the WFCG Annual Accountability Statement 2026 as presented subject to a review of the data targets on pages 9-10 of the Accountability Statement.

(All Members were agreed.)

ACTION:

- i. Review the WFCG Accountability Statement 2026 before submission to DfE to meet 6 July deadline.***
- ii. Revised Accountability Statement to the Quality and Curriculum Committee for approval (11 June) and to the Board for information on 8 July 2026.***
- iii. Paper on the impact of apprenticeship reforms to come to the autumn meeting of Quality & Curriculum Committee.***

KG/ OS

KG/ TR

NB

9. **IT STRATEGY: CYBER, AI DEVELOPMENT and RISKS.**

The meeting considered a comprehensive presentation and a paper presented by DF and TM which updated governors on the current IT and digital transformation context and was seeking final approval of the Salesforce Education Cloud licence commitment required to deliver the previously approved 'Enquiry to Escalation' Admissions & CRM project. DF highlighted that this paper was framed around four risk register items that the Group was actively managing and reducing:

- **End of life equipment.** Student devices, staff devices, fixed PCs, Apple workstations, teaching walls and on-prem servers all require phased replacement across 2026/27 due to end of life requirements. Tenders were live or imminent and detailed in the paper presented to the meeting.
- **Vendor software inflation.** Renewal pricing across WFCG's core software estate was experiencing significant increases. Reductions in software subscriptions were maintaining the current budget. 2024/25 £1.2m p/y, 2025/26 £1.1m p/y, and 2026/27 £1.2m p/y.
- **Single points of failure.** Business critical workflows were still dependent on legacy systems (notably Tribal EBS) and key individuals. The Salesforce + n8n Admissions programme was the principal mitigation, alongside phased reduction of EBS licence scope and migration of the bespoke Individual Learner Profile app to Salesforce (Phase 3) and surrounding custom apps to n8n workflows.
- **Managed SIEM / SOC and Cyber Insurance.** The Group was repositioning procurement of Security Incident and Event Management (SIEM) away from consumption (ingestion)

based pricing with partners at JISC, towards a model based on headcount that is more predictable and better suited to our organisation at this time.

The meeting considered the following proposals:

- a. The Salesforce licence commitment of £181,076.36 including VAT per year for 5 years, to enable contracts to be signed and Phase 2 delivery to remain on track. DF confirmed that these costs had been included in the relevant draft financial budgets and plans.
- b. The EBS Tribal - MIS System - renewal on a 1 year term at £157,744 per year including VAT with a strategy in place to reduce the contract in 2027/28.
- c. Governors were asked to **approve** the whiteboard tender result and lease commitment. The meeting noted that the cost to replace the first tranche of 168 whiteboards would be circa £265,000 as a one-off but the recommendation was to move to a leasing arrangement which would preserve cash and also manage the ongoing replacement programme.
- d. Governors noted the upcoming tenders which would be brought back for future approval - student devices, staff devices and server room replacement.
- e. Governors also noted the four key risks in relation to IT (vendor inflation, single points of failure, end of life replacement, SIEM/SOC and cyber insurance), and that separate papers would be brought back via Resources Committee for the SIEM/SOC supplier award and cyber insurance renewal.

Governors (LF) asserted the need for SLT to negotiate and push suppliers on price as although costs were rising it was a very competitive market.

Governors (PB) sought clarity on what proportion of the upcoming projects had been anticipated and costed. Group Finance Director (LG) confirmed that the outlines costs had been included in the WFCG budget for 2026-27 but that in order to maintain adequate levels of cash, leasing would be the most viable method of funding. TM confirmed that once completed this programme of replacement and leasing would enable the college to get out of the doom-loop with regard to end of life equipment; this was particularly relevant in relation to the servers. PB also suggested that there should be more than adequate cyber insurance as data breaches were a very costly experience.

The meeting talked about the use of AI agents to manage the WFCG 'front-of-house' processes; this was working well and included AI agents managing the Finance inbox before involving any human interaction. Governors (AS) commended this work but suggested that in any use of AI the college needed to think about the danger of students anthropomorphising AI agents i.e. treating them as human. LP confirmed that the safeguarding team had already undertaken work with learners to make the risks very clear and stress that AI was an inanimate tool not a real person. DF also reminded the meeting that WFCG systems had clear filters and controls in place to mitigate risks. Student Governor (RCD) suggested that it would be better if AI was less sensitive so that there was no danger of building any relationship. DF confirmed that SLT were aware of these dangers and analysis of interactions was being monitored. The WFCG use of more expensive and bespoke AI models also provided some mitigation.

The Chair thanks DF and TM for their detailed presentation covering, AI, cyber security and the WFCG Digital Strategy and the meeting discussed the various proposals which were being asked for approval. ***The Chair asked that a summary report on IT expenditure to be brought to the next Resources Committee meeting (24 June 2026). JC asked that this report should bring together expenditure over the next three years showing K expenditure versus revenue spending for each of the years. The report should outline criticality and inter-dependency of the various elements of planned expenditure which would allow the governors to have a clear view of committed expenditure and the timeline for future requests.***

The Corporation meeting APPROVED:

- i. ***the Salesforce licence commitment of £181,076.36 inc VAT p/y for 5 years.***

- ii. ***EBS Tribal, MIS System, renewal on a 1-year term at £157,744 per year including VAT with a strategy in place to reduce the contract to £98,400 in 2027/28.***
- iii. ***the proposal to accept the whiteboard tender results (replacements costs circa £265,000) and the resulting lease commitment.***

(All members agreed.)

10.

FINANCE UPDATE

The Group Finance Director gave the meeting a detailed presentation covering:

- April 2026 reforecast
- The WFCG College Financial Forecasting Return (CFFR)
- The letter from the DfE confirming WFCG's financial health

The meeting commended the in-year position with the improvements secured in the key ratios against DfE benchmarks. The financial year end 2026 was on track with the January 2026 reforecast following the second additional pay award (£500 to each spine point backdated to September 2025). The cash position was now above the FE Commissioner minimum benchmark of 40 days at 60 cash days but was still below the sector average of 79 days. LG reminded the meeting of the upward pressure on pay which would mean a potentially difficult few years and pressure on cash reserves if growth in learner numbers slowed. The Chair thanked LG for her presentation and commended the stable position but also urged ongoing caution as slowing demographic numbers might make ongoing learner growth a challenge. There was no guarantee of lagged funding for future years.

- **DfE confirmation of WFCG financial health**

The CEO presented a paper which presented the latest iteration of the DfE Financial Dashboard for WFCG along with the covering letter received from DfE at the end of April 2026. The letter confirmed that the DfE had confirmed the WFCG's financial health grade for 2024-25 as Good (based on the audited accounts and finance record). The meeting noted the financial control issues highlighted during the 2024/25 external audit process, as detailed in the DfE Financial Statements Review letter and was reminded that progress against these recommendations had been brought to the Audit Committee. LG reminded the meeting that moving forward colleges would be required to submit quarterly finance reports to DfE.

NOTED

- **Student Transport tender**

LG presented a paper which informed the Board of Governors of the reasons for the delay to the student transport tender (as discussed at the Board meeting on 18 March 2026). Governors were reminded that in March 2026 the College engaged with Crescent Purchasing Consortium (CPC) to undertake a Competitive Flexible Procedure (CFP) to award a 3-year contract for 14 College bus routes. However, LG informed the meeting that management had subsequently taken the decision to discontinue the current procurement tender that would have seen a new contract awarded for September 2026. LG explained the technical error in the procurement process – managed by CPC - which had meant that continuing the process would put WFCG in a position of not being compliant with procurement law.

LG confirmed that the Group intended to undertake a new procurement for these services in November 2026, with a view to awarding a contract in 2027 for delivery from Sept 2027. LG confirmed that to ensure continuation of provision for 2026/27, the contracts with the two existing providers; Chalfont and Fernhill could be extended for 1 further year. Both Chalfont and Fernhill have confirmed that they can deliver the same services for one further year with an increase in fee of 5%. This would take the total costs for 2026/27 to: Fernhill - £321,000 (4 routes), and Chalfont - £738,000 (10 routes). Four further routes would continue to be provided by college minibuses and college drivers. LG highlighted that bus pass fees would be increased by 5% to cover the increase in transport costs for 2026-27.

Governors (AL) sought confirmation on whether there had been any consequences for CPC after their technical error. LG informed the meeting that nothing specific had been agreed but she was meeting CPC on Monday 18 May and would raise the issue with them.

Governors suggested that LG should ask CPC for access to documents moving forward to enable the college to spot any errors.

LG

The Corporation:

- i) NOTED the operational need for the provision of student transport to and from the BCA campus**
- ii) NOTED that the decision to withdraw from the CFP in April 2026 was to ensure that the College was not in breach of the Procurement Act requirements**
- iii) APPROVED the extension of the current contract for one further year - in line with the existing contract terms.**
- iv) NOTED that the 5% increase in contract costs would be recovered via an increase in the cost of annual and termly bus passes.**
- v) NOTED that a CFP would be undertaken in November 2026 to secure a 3-year contract from September 2027 (the total value of this contract would exceed £3m and therefore would be brought to Board for approval in early 2027).**

(All members agreed.)

- **Tender for Mechanical and Electrical (M&E) Services**

LG presented a paper which sought approval for the award of the M&E Services contract following a recent tender for the provision of these services at Langley, Windsor and Strode's Colleges. Governors noted that in March 2026 WFCG instructed Vail Williams LLP (VW) to act as a technical and commercial consultant to assist the College with the tender for the 3 year M&E Services contract covering the Langley, Windsor and Strode's sites. Crescent Purchasing Consortium (CPC) were appointed separately by the College to define and manage the tender process to ensure that it complies with the College procurement procedures. The procurement was conducted using the Competitive Flexible Procedure in accordance with the Public Procurement Act 2023. Five tenders were received from: BAM FM, FES Limited, BMSL, Corrigenda and Turnkey Services. The meeting noted the detailed evaluation, shortlisting and interview process undertaken by CPC and Vail Williams; the detailed report from VW was taken as read. The strong recommendation to award the contract to Turnkey was noted. VW had judged the Turnkey proposal to be thorough and very competitively priced (it was the lowest cost proposal) In addition, Turnkey knew the College well as they were the incumbent contractor; there would be no staff changes or TUPE requirements and no mobilisation required which would save the College staff a considerable amount of time.

The meeting noted that the Vail Williams (VW) evaluation report stated: *'The Turnkey proposal does, in our opinion, represent excellent value for money and we are comfortable recommending the PPM contract proposal for acceptance for the three year term at the fixed rate of £177,883 plus VAT per annum, total £533,649 plus VAT.'* Governors agreed that this gave them full assurance around the value for money requirement as a public sector organisation.

The Corporation APPROVED the award of the three-year M&E services contract (commencing 1 September 2026) covering the Langley, Windsor and Strode's sites to Turnkey as recommended by Vail Williams.

(All members agreed.)

11.

ESTATES UPDATE

- **Honey Lane land sale**

This item is minuted within the Part II confidential minutes of this meeting as the content was deemed to be commercial-in-confidence.

NOTED

GOVERNANCE REPORT

- **Board Membership**

Determined number of the WFCG Corporation: The Director of Governance (TR) presented a paper which detailed the Members of the Corporation with cessation dates and sub-committee membership (Paper A). Governors were reminded that the current Board membership of TWFCG was determined at 22 members; and there was currently one vacancy following the resignation of Sam Foley. However, the recent appointment of six new governors had put the Corporation in a strong position. TR was proposing that the determined number was varied back down to 21 members until autumn 2026 when the new CEO was in post. This had been discussed at the Strategy Governance & Search Committee on 29 April and was being recommended for approval. The Corporation agreed that this was a sensible approach and should be reviewed in November 2026.

The meeting APPROVED that the determined number of the WFCG Corporation be revised downwards to 21.

(All Members were agreed.)

ACTION: Review determined number of WFCG Corporation in November 2026.

TR

[JC left the meeting.]

Re-appointment of existing member Jo Croft (JC): It was noted that the current Corporation Chair (Jo Croft) was coming to the end of her first four-year term of office with WFCG (31 July 2026). TR reminded the meeting that JC had been appointed to WFCG at the point of merger with BCA. She had taken on the role of Chair in January 2025 so had not yet finished her first two-year term. TR had brought a proposal to the SG&S Committee (29 April 2026) to reappointment Jo Croft as a Governor for a second four-year term and as Corporation Chair for a two-year term of office. The SG&S meeting had agreed that JC's technical knowledge as a qualified accountant, her legacy knowledge of WFCG and her key role as Chair of the Corporation should be maintained during a period of leadership change at WFCG. This would provide some important stability to the Board and the College through the next two years. SG&S Committee was recommending JC's re-appointment to the Corporation. TR confirmed that JC was keen to be re-appointed as Governor and Chair of the Corporation.

The meeting APPROVED that Jo Croft be re-appointed as:

- i) a Board Member of TWFCG for a second four-year term of office until 31 July 2030.**
- ii) Chair of the Corporation for a two-year term of office (until 31 July 2028).**

(All Members were agreed.)

[JC rejoined the meeting.]

Committee membership: The meeting noted Paper B which showed the current membership of the committees. The meeting discussed the vacancy for Chair of Resources Committee following the resignation of Sam Foley (31 March 2026) and it was noted that the Group Director of Governance was working to recruit to this vacancy from existing governors.

The vacancies for the Chair of Remuneration Committee and SG&S Committee also needed to be filled; TR confirmed that she would approach the membership and bring this decision item to the first committee meetings in 2026-27.

It was AGREED that the membership of sub-committees should remain the same until further review in November 2026.

(All Members were agreed.)

- **Draft meeting schedule 2026-27**

The meeting considered the proposed schedule of Corporation & Committee meetings for 2026/27 which was largely based on the prior year timetable. This timetable had been considered by SG&S Committee and slightly amended before submission to the Board.

The meeting APPROVED the draft meeting timetable for 2026-27.

(All Members were agreed.)

- **Use of the College Seal**

The meeting noted that there had been no use of the WFCG seal since reported to the last Corporation meeting in March 2026.

The Governance update report was NOTED and RECEIVED.

The meeting largely took the following documents provided for background reading as read.

13. **RISK REGISTER**

The meeting noted the updated strategic risk register for May 2026. The register reflected the current internal operating position and external policy environment and continued to focus on the Group's key strategic priorities of growth, quality, personalised learning, partnerships and financial sustainability.

Overall, the Group's risk profile remained stable, with a small number of high impact risks continuing to sit above appetite and requiring close Board oversight. The register reflected the current operating environment and continued to focus on key strategic priorities.

The meeting noted the ongoing interdependency between financial sustainability, capital investment capacity and estates development. Notwithstanding these pressures, controls across the majority of risks remain good, with strong assurance in areas including safeguarding, quality and governance. Senior leaders continue to actively monitor and respond to emerging risks.

Members NOTED and RECEIVED the updated College Risk Register.

14. **STRATEGIC MAP 2024-2029**

The meeting took the Strategic Map which was RAG rated to demonstrate progress to date as read.

The WFCG RAG rated Strategy May was NOTED

15. **MANAGEMENT ACCOUNTS**

The meeting noted the WFCG management accounts from March and April 2026. These had been considered in the earlier presentation from the Group Finance Director.

The WFCG management accounts for March and April 2026 were NOTED

16. **APPLICATIONS REPORT**

The meeting noted the current applications report for 16-19 programmes on 4 May 2026 which showed that the Group was 27% (1241 learners) ahead of the same position in the prior year for applications. Offers accepted were 26% (616 learners) ahead of the prior year. All four colleges were ahead of the prior year for applications and offers accepted.

DF (who was presenting this report) reminded the meeting that the demographic data did not support this forecast growth so management were treating the figures with caution. However, as with previous years the budget for 2026-27 would assume no learner growth; any growth achieved in September 2026 would then have a positive impact on lagged funding for 2027-28. DF confirmed that the Marketing Team had focussed a targeted effort into schools and were basing the adverts on the four distinct college brands. The meeting also noted a Heatmap graph which broke down applications by postcode; this showed that the Elizabeth Line at Langley helped applications for Slough & Langley.

The applications update was NOTED

MINUTE
NO.

ACTION

- ***In-year Funding 2025-26***

Governors noted a report which confirmed that the college was meeting or exceeding all elements of its DfE and Adult Skills Budget for 2025/26. The meeting noted the progress against the detailed targets in the strategic plan for all key elements of funding.

Members NOTED the funding update.

17. **Minutes from Strategy Governance & Search Committee – 29 April 2026**

The Director of Governance confirmed that the major matters considered by the meeting had been brought forward to the Board within the current agenda.

The minutes were NOTED and RECEIVED

18. **Dates and Times of Future Meetings and Events**

TR confirmed that final Corporation meeting for 2025-26 was scheduled on:

- Wednesday, 8 July 2026, 5.00pm at Slough and Langley College

NOTED

19. **Any Urgent Business**

➤ **Retirement of CEO & Group Principal**

Gillian May: In her absence the meeting thanked Gillian May for her tenure as CEO & Group Principal at WFCG for the last five years. She had led the successful merger with BCA and been a really strong leader for the new college group during the last four years. The meeting wished her well in her new role as one of the Deputy FE Commissioners.

The meeting AGREED a vote of thanks and congratulations for Gillian May as she moved into her new role as Deputy FE Commissioner.

➤ **Strategic Presentations**

TR confirmed that she would put the strategy presentations considered by the meeting onto the Board Intelligence platform for future reference.

There was no other urgent business. The Chair closed the meeting and thanked all governors and executive members for their hard work and congoing commitment during what had been a busy term.

The Part I meeting ended at 12.15pm.

TR

At this stage of the meeting, it was agreed by all members present that matters of a private and confidential nature were to be discussed and had there been any members of the public present they would have been asked to leave the meeting.