# CORPORATION BOARD
# Nominations, Remuneration & Governance Committee

Minutes of a meeting held at Abingdon Campus on Monday 02 March 2026 at 6pm

**Present**
Adam Mumford (Chair);
Jacqui Canton (Principal);
Nicolas Pages;
Astrid Schloerscheidt
Amanda Tilley

**In attendance**
Joanne Milson, Deputy Principal
Jude Brown, Clerk and Governance Advisor (minutes)

Governor questions are represented in italicized bold font with bullet points, and management responses follow.

## 1. Opening Comments

### 1.1 Apologies and matters to be raised under AOB

Alan Bark was unable to join. The Director of People Services had not been required to attend. The meeting was quorate.

There were no items raised under AOB.

### 1.2 Declarations of interest

A declaration of interest was made by Jacqui Canton for item 5.1.

## 2. Minutes of the meeting held on 29th September 2025

### 2.1 Public Minutes

The minutes of the previous meeting were approved as an accurate record of the meeting held on 29th September 2025. No meeting had taken place in November 2025.

## 3. Matters Arising, Written Resolutions & Action Points

There had been no matters arising since the last meeting.

The written resolutions were reviewed which were largely resolutions on governor appointments or re-appointments. Most actions had been completed.

The Committee noted the report.

## 4. Nominations
### 4.1 Plans for the Annual Appraisal of the Chair

The Vice-Chair recommended that the appraisal for the Chair was done after the end of the end of the cycle as the Chair was relatively new in post. It was noted that the end of year reporting requires comment on such appraisals so it was agreed that this should be done in July before the end of the academic and financial year.

The Committee noted the verbal report.

**4.2 Update on Governor Terms of Office, Appointments and Recruitment**

The Clerk gave an overview of the paper highlighting governor terms ending in 2026 and progress on recent governor appointments made. Chair of Committees and other board appointments were also reviewed.

The Chair of the Board updated the Committee that a candidate for the role of Vice-Chair had come forward and it was agreed that the NRG Committee would be happy to nominate this person for the role. The vote on the next Vice-Chair will be added to the agenda for the March Board meeting. The NRG Committee agreed that the current Vice-Chair would chair the June meeting of NRG so that the terms of office for the new Vice Chair of the Vice-Chair and Chair of NRG appointments would run alongside each other.

The Chair of CQS indicated that she would be happy to stay on for a further term as a governor but would most likely step down as Chair of CQS Committee at the end of term of that appointment. The Committee discussed that they would agree to nominate the Chair of F&GP for a further term as an external governor if he was willing to serve.

In terms of Link governors, it was agreed that for the remainder of this academic year Jessie Weavers-Medina would be allocated to EDI as the working group on the new Equality Objectives would be active in this period. Neil Edwards will be invited to cover Business Development and Graham Caleb will be invited to cover Technology. The Clerk will review the Link Governor policy and how it’s working so that expectations are clear, and the topic can be added to Board agendas enabling governors to contribute.

Recruitment was discussed and two names have been provided of people who may be interested in becoming external governors.

The Committee noted the report.

**5. Remuneration**
**5.1 Update on the Principal’s Objectives and Personal Development Plan**

It was agreed that the Principal was not required to leave during the update from the Chair of the Board. The Chair of the Board updated the Committee that the previous Chair and the Principal had agreed the objectives for this academic year. These have been reviewed and there were no major changes, and they reflected the work towards the strategic plan.

The Committee noted the report.

**6 Governance**
**6.1 Update on Progress Towards Delivering the Strategic Plan**
The Principal gave an overview of the paper which reflected on progress over the past academic year and included detailed appendices containing the KPIs and Operational Plan.

The majority of KPIs within the strategic plan were reported to be on track, with apprenticeship income having now caught up to the expected level. Full-year carbon emissions have been measured for the first time, and a sustainability adviser has been appointed to support the work of establishing a formal emissions reduction target. It was noted that emissions may appear to rise in the second year due to improved measurement. The new sustainability advisor will present further detail to the Board in March, and although substantial work has been undertaken, this has not yet translated into KPI-level reporting.

The third accountability statement, which sits alongside the five-year strategic plan, was reviewed. Of the seven targets set, three may not be achieved this year and there was discussion as to the reasons for this.

Operational objectives for the senior team were confirmed to be largely on track. Employer engagement and business development remain areas requiring greater focus.

Financial performance continues to be strong, with financial targets exceeded in every year of the strategic plan to date. Income is significantly ahead of target, although it was noted that targets were set in 2021 and have not been revised annually, and a substantial proportion of income comes from high needs funding. The main challenge identified relates to the commercial area of the organisation's work.

Bootcamp performance was discussed and the Finance Director will report further at the Audit Committee.

The Committee noted the report.

**6.2 Plans for the Annual Board Strategy Day**
The Principal gave an overview of the paper highlighting the approach to the forthcoming Board Strategy Day due to take place on 11th May. After some discussion, it was agreed that the approach to growth and whether mergers generally have a place in the College's growth and future strategic plan would be brought up proactively. This could then inform any specific opportunities.

The Committee were otherwise content with the proposals and agreed to recommend the plans to the Board in March for approval.

**6.3 Updates to Accountability Statement Requirements**
The Principal updated the Committee about recent changes to Accountability Statement requirements issued recently by DfE. The Principal felt that the College continues to evidence how it meets local needs and sets specific targets to address this, and that the extended deadline will be helpful for scrutiny. It was not felt that the amended requirements required a change in approach.

The Committee noted the report.

**6.4 External Governance Review Procurement**
The Clerk gave a brief overview of the paper with the proposed tender documents for the next External Governance Review and the proposed list of suppliers.

The Committee agreed to recommend the papers to the Board to approve.

**6.5 Board Improvement Plan**
The Clerk gave an overview of the paper and the proposal to maintain a Board Improvement Plan going forwards to incorporate feedback from any assessments, reviews or other inputs with recommendations about governance quality. The Committee agreed that the proposals were sensible and in line with the policy requirements.

The Committee noted the report.

**6.6 Board EDI Survey Outcomes Report**
The Clerk highlighted the background to the paper, which was that the last External Governance Review recommended that the Board carry out such a survey. The work had been completed by the Clerk after the recent round of recruitment so provided a good baseline. It was discussed that the Board could be more reflective of its staff and student population and the figures on population for Oxfordshire were discussed based on the Deputy Principal's knowledge. It was agreed that the Clerk would continue recruitment efforts and attempt to identify further sources of diverse candidates with the necessary skills to contribute to the Board.

The Committee noted the report.

**7. Policies for Approval**
The Clerk gave an overview of the policies presented for recommendation to the Board at the meeting.

**7.1 Statement on Obtaining the Views of Staff and Students**
The Clerk explained that after a recent review of policies against what was required, this statement had been identified as necessary.

The Committee agreed to recommend the statement to the Board.

**7.2 Conflict of Interest Policy**
This policy was due for review and had been updated in line with recent guidance from Eversheds and the new policy template for the College.

The Committee agreed to recommend the policy to the Board.

**7.3 Policy Framework**
The Clerk had recently completed a policy review, and the Policy Framework had been updated to provide more guidance to policy owners in creating and reviewing policies.

The Committee agreed to recommend the Policy Framework to the Board.

**8. Any Other Business**

There were no additional items raised.

**9. Future Business**

The draft calendar of Board and Committee meeting dates for the next academic year was reviewed.

The Committee agreed to recommend the calendar to the Board.

The next NRG Committee meeting is scheduled for Monday 8th June to be held online.

A Mumford

Signature Adam Mumford ……………………………………………………

## Envelope Details

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