MEETING OF THE HSDC CORPORATION
WEDNESDAY 25th MARCH 2026
SOUTH DOWNS CAMPUS & REMOTE ACCESS VIA MICROSOFT TEAMS

M I N U T E S

Present:

Romy Allen
Mike Bateman
Stella Charman
Ian Child
Simon Claridge
David Garratt – *in attendance until item 4*
Kurt Hintz (Principal)
Keryn Landey (remote)
Melanie Luck
Kamlesh Pandya
Louisa Thompson – *in attendance until item 4*
Mike Tiller
Penny Wycherley (Chair)

In attendance:
Suki Dhesi – DP C&Q
Charlotte Nancarrow – ED HR & CS
Bhupendra Pattni – Interim DP Finance & Facilities
Graham Razey – Deputy FEC Observer
Rob Lawson – FEC NLG
Jackie Eayrs – Clerk to the Corporation

Total Membership	18
Total vacancies	3
Total possible attendance	15
Quorum:	8
Total Present:	13 - meeting quorate *(87% attendance excl. vacancies) (72% attendance incl. vacancies)*

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HSDC CORP 10/26	**Apologies for Absence & Welcome:** The Chair welcomed all members to the meeting. Apologies for absence were received from James Bidwell, Chun Lee and Elspeth Mackeggie Gurney.	
HSDC CORP 11/26	**Declarations of Interest –** Members were reminded of their duty to declare an interest, financial or otherwise, in any item on the agenda, not previously declared. Penny Wycherley declared that she had previously been Principal at City of Portsmouth College 4 years previously (contract expired January 2022).	
HSDC CORP 12/26	**Membership Position - Appointment of New members:** *(David Garratt and Louisa Thompson withdrew from the meeting for the part of the item which related to their appointment).* Members of the Board received a report on the Membership Position: Appointment of New Members – March 2026 which outlined the recent interview process which had been conducted on the 23rd February and 2nd March 2026 and the recommendations to approve the appointment of four new members to the Board. The Chair spoke to the report and introduced the candidates and outlined their backgrounds and proposed contributions: • **Chun Lee** was presented as having a strong background in Human Resources. It was proposed that Chun Lee join the Finance & Resources Committee, reflecting the inclusion of HR expertise within its remit. • **David Garratt** was noted to have an entrepreneurial background. It was reported that Graham Razey had participated in his interview. David Garratt had already	

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	demonstrated engagement, having attended an Audit Committee meeting alongside James Bidwell and contributed questions. In addition, it was proposed that he would serve on the CQL Committee. • **James Bidwell**, also with an entrepreneurial and marketing background, had similarly attended an Audit Committee meeting and had been actively engaging, including contributing constructively and providing challenge. It was also proposed that he serve on the CQL Committee in addition to Audit Committee. • **Louisa Thompson** was introduced as a locally based working accountant who lived nearby with young children. Her professional background and local connection were noted, and it was proposed she serve on the Finance & Resources Committee. Romy Allen, as Chair of Search & Governance Committee confirmed that all candidates presented for consideration had the full endorsement of the Committee. Governors reflected positively on the recruitment process, which had generated strong interest and provided assurance regarding the rigour and transparency of selection. Members were invited to confirm their approval of the candidates. **The Board formally approved the appointment of James Bidwell, David Garratt, Chun Lee and Louisa Thompson as External Governors to serve for a four-year term of office from 25th March 2026 to 24th March 2030 to serve on the Corporation Committees outlined above.**	
HSDC CORP 13/26	**Minutes and Matters Arising from Previous Meetings:** **(i) Minutes of the meeting of the HSDC Corporation held on the 17th December 2025** – The minutes of the meeting held on the 17th December 2025 were agreed as a true and accurate record and were signed by the Chair. There were no matters arising from them which were not covered elsewhere on the agenda. **(ii) Confidential minutes of the meeting of the HSDC Corporation held on 17th December 2025** – The confidential minutes of the meeting held on the 17th December 2025 were agreed as a true and accurate record and were signed by the Chair. There were no matters arising from them which were not covered elsewhere on the agenda. **(iii) Minutes of the special meeting of the HSDC Corporation held on 28th January 2026** – The minutes of the special meeting held on the 28th January 2026 were agreed as a true and accurate record and were signed by the Chair. **(iv) Matter arising from the minutes of the special meeting of the HSDC Corporation held on 28th January 2026** – Members reviewed the matters arising/action schedule and noted that all actions had been completed. **(v) Confidential minutes of the special meeting of the HSDC Corporation held on the 28th January 2026** – The confidential minutes of the special meeting held on the 28th January 2026 were agreed as a true and accurate record and were signed by the Chair. There were no matters arising from them. Members noted that summary notes of the Governor Working Group Feedback were provided as an Appendix to the confidential minutes.	
HSDC CORP 14/26	**Items to Approve:** **(i) Non-Consolidated Pay Award** – It was noted that this item would be considered later in the meeting, under confidential items. **(ii) Report of the Search & Governance Committee** – The Committee Chair, Romy Allen (RA), presented a comprehensive report, highlighting that members had undertaken a detailed review of governance arrangements. This reflected a strong collective commitment to ensuring that previous weaknesses were not	

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	repeated, particularly in balancing financial oversight with scrutiny of teaching and learning. Members of the Board considered the following: • **Board Structure** – A revised Corporation Committee structure chart was considered and approved. • **Revised Corporation Calendar** – RA emphasised the importance of aligning meeting dates with financial and audit cycles, ILR reporting, enrolment data availability and SAR/QIP readiness. The current draft was provided for review and feedback, noting that further refinement was required with the finalised version being presented to the Board for approval in July 2026. • **Scheme of Delegation (and Board Assurance Framework)** – The Board considered the redesigned scheme of delegation which had been revised to clarify quality assurance roles and included a new matrix to allocate Board tasks across committees, aiming to identify and address any gaps in responsibility. Governors welcomed and approved the revised Scheme of Delegation, noting the improved clarity regarding committee responsibilities and the enhanced emphasis on quality assurance. • **Finance & Resources Committee Terms of Reference** – The Board approved the updated Terms of Reference which had been revised in line with the East Coast College model and the redesigned Scheme of Delegation. • **Ian Child** – The Board approved the recommendation of the Search & Governance Committee that Ian Child should continue to serve as a full Governor for the remaining 3 years of his first term of office, until 1st April 2029. • **Membership of Corporation Committees** – Members endorsed the Membership of Corporation Committees provided as **Appendix F** to the report. A discussion took place regarding whether the number of Audit and Finance & Resources Committee meetings should be increased in light of recent challenges. It was agreed that this should be considered separately outside the meeting by Committee Chairs.	**Action: Clerk**
	(iii) **Inclusion Policy & Local Offer** – The Board considered the Inclusion Policy and Local Offer and received comments from Governors regarding the need to better reflect the needs of disadvantaged learners, including those beyond SEND categories. It was acknowledged that while the policy met compliance requirements, it would benefit from further development to ensure coherence and stronger alignment with wider equality, diversity and inclusion priorities. Governors emphasised the importance of clearly demonstrating how the College would address underachievement amongst priority groups. The Board agreed to approve it as an interim policy, with the DP C&Q tasked to lead further review alongside consideration of the overlap with the EDI Policy.	**Action: DP C&Q**
	(iv) **Fees Policy** – The changes to the Fees Policy were outlined by the Chair of Finance & Resources Committee and the Interim Principal, including provisions for co-funded learners and the Principal's discretion to waive fees, aiming to increase adult participation and support for learners. The Board approved the updated Fees Policy. In addition, the Interim Principal outlined plans to review and potentially increase the Learner Support Fund threshold, currently set at £32,000, to better support students facing high transport costs, with further proposals to be brought back to the Board in due course.	**Action: Interim Principal/DCEO Finance**
	(v) **Appointment of External Auditors** – Members of the Board formally approved	

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	the recommendation of the Audit Committee and approved the re-appointment of Bishop Fleming as the Regularity and Financial Statements Audit Service Provider for the 2026/2027 year.	
HSDC CORP 15/26	**Chief Executive Reporting – Principal's Termly Report:** Members of the Board had received the Principal's Termly report which informed the Board of general College progress, developments, issues, initiatives and external influences. The Interim Principal, Kurt Hintz (KH), introduced his first termly report by apologising for its length and reflecting the significant level of activity both internally and across the sector. He explained that, rather than revisiting all policy developments, he wanted to focus on internal operations and priorities during his first term. He outlined that the immediate focus had been on financial discipline, governance strengthening, and forward curriculum planning, noting positively that the College was on track to return to good financial health this academic year, with projections indicating stability over the next two years. At the same time, KH highlighted the ongoing challenge of rebuilding stakeholder confidence, particularly in light of reputational impacts that had contributed to a decline in student applications across all sites. He explained that efforts were now focused on improving conversion from application to enrolment, especially in A-level provision where late recruitment opportunities were limited, while remaining more optimistic about recovery in technical and vocational areas, where applications tended to come later. **Curriculum Development and Local Strategy (Alton Focus)**: The discussion moved to curriculum strategy, particularly at the Alton campus. KH described recent engagement with stakeholders through the Alton Campus Community Forum (ACAF), noting that feedback had strongly supported a shift towards technical education, adult provision and apprenticeships, rather than attempting to compete directly in the A-level market. A Governor attending the session confirmed that this conclusion reflected clear local consensus, with recognition that "the battle for A-levels" had effectively been lost in that area. KH added that, in the short term, the College was already moving to fill gaps in provision, including new courses in Construction and Hair. Early indications of demand were encouraging, with courses already filling through internal progression, demonstrating strong student appetite. Members queried the challenges of recruiting teaching staff in specialist areas such as construction, with KH acknowledging this as difficult but manageable, noting that the College was prepared to use targeted incentives where necessary. **Data, Reporting and Management Information**: A significant part of the discussion centred on data quality and reporting. KH explained that while the College held accurate and reliable underlying data, it had not always been presented effectively as management information to support decision-making. Improving this was a key priority. Members welcomed the introduction of the new Curriculum and Learner Experience scorecard, with Romy Allen highlighting that it provided a structured way to track trends and performance over time, something which had previously been lacking. KH confirmed that the data was drawn straight from core systems (ProAchieve and ILR) and reflected validated and audit-assured information, and that further development would include predictive performance data, enabling more forward-looking oversight. In discussion, Members explored the interpretation of data. Graham Razey advised	

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	caution around being over-reliant on retention indicators, recognising that high retention did not necessarily translate into successful outcomes. Members also stressed the importance of focusing on specific at-risk groups, including learners with EHCPs, SEND, and those from disadvantaged backgrounds, ensuring that improvements were both measurable and realistic. **Quality Improvement and Student Experience**: In response to a request, KH returned to the theme of quality of provision, highlighting that recent work, including the FEC review, had sharpened the focus on teaching, learning and assessment, particularly for Level 1 and SEND learners, where achievement gaps remained. He emphasised that improving classroom practice and outcomes for these groups was now a central priority within the Quality Improvement Plan. The conversation also explored student voice and feedback. Members expressed concern at the low response rate (10%) to the most recent whole-college survey. The DP C&Q explained the contrast with earlier, more targeted surveys (with a return rate of 65%) and outlined plans to increase engagement, including teacher and Student Progress Mentor promotion, digital prompts, and incentives. Members encouraged further work to ensure feedback from under-represented and at-risk learners was actively captured, including alternative methods such as targeted or "pulse" surveys via the App. **Operational Planning and "Deep Dive" Reviews**: KH outlined the next phase of operational work, focusing on business planning and budget setting for the next academic year, alongside continued delivery of the Single Improvement Plan. He highlighted the programme of "deep dive" reviews across all service areas, designed to assess delivery models, staffing and future needs. He acknowledged that this process was occurring against a backdrop of recent restructuring and staff anxiety, particularly where changes to roles were being proposed. He reassured Members that the approach was bottom-up and service-focused, aimed at ensuring the right support was in place for learners, rather than driven by cost-cutting. In areas such as Additional Learning Support, he explained that proposals were about rebalancing resources towards frontline support, increasing classroom-based provision rather than management layers. The DP C&Q reinforced this, explaining that the intention was to create a more integrated and agile support model, better aligned to the needs of students and current sector practice. Members emphasised the importance of maintaining staff morale and managing external perceptions, particularly given previous negative press coverage. **SEND and Inclusion Focus**: A strong thread throughout the discussion was the need to improve outcomes for SEND and high-needs learners. Members sought assurance that structural changes would directly enhance student achievement, not just efficiency. KH confirmed that the core objective was to improve impact in the classroom, while the DP C&Q highlighted that current strength in retention and student satisfaction needed to be matched by improvements in achievement outcomes, supported by better enrolment decisions and teaching practice. **External Environment and Devolution**: Finally, Members discussed the implications of local government reorganisation and devolution, noting the potential impact on funding, particularly for adult education and SEND provision. KH confirmed that engagement with emerging authorities had already begun, and it was agreed that a dedicated briefing at a future strategy session would help the Board better understand the evolving landscape.	**Action: Interim Principal**

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	Conclusion: **The Corporation recognised the breadth and pace of activity across the College, noting clear progress in financial recovery and strategic direction. At the same time, Members emphasised the importance of maintaining focus on recruitment, data confidence, and improving quality and outcomes, particularly for vulnerable learners, as the College moved into the next phase of its development.**	
HSDC CORP 16/26	**Progress Review of Strategic Measures 2025/2026 and Single Improvement Plan (SIP):** The Corporation received an update on strategic measures and the Single Improvement Plan, noting that a detailed report had been provided and a summary included as part of the Principal's Termly Report. Members were invited to raise questions, and it was highlighted that there was a clear and increasing emphasis on teaching and learning across the organisation. The Interim Principal highlighted the FEC Stocktake meeting which had been held on 12th March 2026, and he invited Graham Razey (GR), Deputy FEC Observer, to provide a small update. GR confirmed good overall progress against the nine recommendations, with one recommendation completed. Positive impacts were reported, including improved communication, greater leadership visibility, and improved relations with staff and unions. Members were advised that the forthcoming FEC report would identify priority areas for further focus and emphasised the need to maintain the current pace of improvement. It was noted that progress would require sustained effort over the next 6–12 months, with particular responsibility on the Board and committees to keep that momentum going. Two additional recommendations were highlighted: • To involve Tier 3 leaders in governance committees to strengthen expertise and decision-making. • To implement the new wellbeing strategy without delay to support staff through a challenging period. The Corporation welcomed the positive progress to date and recorded thanks to staff and leadership for their continued hard work. **Members of the Board noted the current position.**	
HSDC CORP 17/26	**Report of the Finance & Resources Committee:** The Chair of the Finance & Resources Committee, Ian Child (IC), introduced the item, noting the Committee had met on a particularly busy day alongside senior recruitment activity, but described the meeting as "really productive." He explained that the Committee had reviewed the management accounts, business planning process and forward financial forecasts, and had taken some assurance that the position had stabilised and was improving, although earlier concerns around data quality were acknowledged as still requiring attention. In discussion, IC highlighted that the Committee had scrutinised management accounts closely, particularly cash days and opportunities to strengthen the cash position by year-end. Looking ahead, he commented that while the current forecasts provided a reasonable baseline, "there would need to be more change, challenge and development" as financial planning evolved. Members discussed the key financial risk of student recruitment, with IC noting the potential delayed impact on future income if September numbers fell short. This prompted a broader conversation about how the College might either recover that	

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	position or begin planning now to accommodate a reduction in income. The Committee's focus on longer-term sustainability was explored further, particularly in relation to IT and estates. IC emphasised the importance of developing a clear long-term IT strategy, warning that investment in IT could often be deferred during financial pressure, risking both teaching quality and operational efficiency. Members queried whether sufficient information on IT asset condition and replacement planning was available to the Committee, with reassurance given that work was underway to strengthen this oversight, including moving to a more structured replacement cycle. In response to questioning, it was confirmed that management accounts were reported monthly, providing regular oversight to the Board. The discussion then broadened to wider financial risks. IC reiterated that recruitment remained the most significant uncertainty but added that there was also a wider challenge in generating capacity for ongoing investment in the student experience and infrastructure. The Interim Principal elaborated on this point, outlining scenario planning ("three flight paths") to model the financial impact of different recruitment outcomes and the corresponding management actions required to maintain financial health and capital investment levels. Members received further detail on the scale of IT investment required, noting the move towards a five-year refresh cycle and the significant annual cost this entailed, as well as the increasing pressure of ongoing software licensing models. Attention then turned to the student recruitment strategy. It was acknowledged that conversion rates from application to enrolment were currently lower than desired, and that delays in the admissions process had contributed to this. The Interim Principal outlined actions already taken, including a redesigned application and interview process to ensure a much faster turnaround, with applicants now able to progress within two weeks and a refreshed Marketing Strategy. Members welcomed this shift and stressed the need to position the College as a "provider of choice." Governors contributed practical suggestions, including improving engagement at careers events by ensuring teaching staff were directly involved in promoting courses. While there was general agreement on the principle, operational challenges in aligning such activity with teaching commitments were acknowledged. In concluding the discussion, the Corporation recognised the clear progress made in financial oversight and planning, while emphasising the importance of maintaining momentum in addressing recruitment risks, strengthening medium-term forecasting, and ensuring sustained investment in IT and the student experience. **The Board reviewed the contents of the report and noted the current position.**	
HSDC CORP 18/26	**Management Accounts for the period ended 31st January 2026:** Members of the Board received the P6 (January 2026) Management Accounts for consideration and review. The Interim DP F&F, Bhupendra Pattni (BP), explained that, following the arrival of the new Interim Principal, assumptions had been strengthened and made more robust, including adjustments to efficiencies, income expectations and potential T Level clawback. BP advised Members that the position had continued to improve, noting that the forthcoming February (P7) Management Accounts would show a stronger out-turn surplus of £2.85m, representing a significant turnaround from the deficit position reported at the same time the previous year. He added that EBITDA, financial health and key performance indicators were all positive, reflecting the collective efforts of Finance, MIS and wider teams. Members also noted that the £2.5m financial reprofiling support received from the DfE had now been fully repaid, with appreciation expressed for the support provided.	

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	The ongoing Financial Notice to Improve (FNTI) and engagement with the FEC under Supervised Status were acknowledged, with assurance given that close working continued. BP confirmed that contingency budgets remained in place and were being used cautiously and only where necessary. The Interim Principal supplemented the report by drawing attention to key risks, particularly within the Adult Skills Fund, where a £400k income risk remained. He explained that the College intended to mitigate this through increased internal delivery rather than subcontracting, in order to avoid any clawback of funding. A further discussion focused on capital funding, with the Interim Principal outlining the position regarding the £11.6m condition improvement grant, which must be fully spent by 31st March 2026. Members heard that the risk had reduced significantly from nearly £1m to a small residual risk of c£200k and that through strong monitoring it was anticipated that all funds would be spent by the deadline with no clawback. However, it was emphasised that funding was strictly contingent on delivery and completion of works, leaving limited flexibility at this late stage. In response to Member queries, BP confirmed additional EHCP funding of £276k had been secured, albeit not originally included in the P6 accounts. Members welcomed this, while acknowledging the wider challenge of ensuring provision was financially sustainable. The discussion concluded with IC recognising the scale of financial turnaround achieved over the past year, describing it as "fantastic," while cautioning that the current position should not be seen as fully sustainable. He emphasised the need to maintain tight cost control, whilst identifying opportunities for growth and improved surplus generation. Members agreed that the biggest ongoing risk remained student recruitment, linking this directly to the quality of teaching, learning and the overall student experience. The Corporation concluded that continued focus on these areas would be critical to sustaining financial health and long-term success. **Members of the Board reviewed the P6 Management Accounts and noted the current position.**	
HSDC CORP 19/26	**Report of the Audit Committee:** The Corporation received the report of the Audit Committee. In the absence of the Chair, Elspeth Mackeggie Gurney, members were invited to raise any questions, with the option to submit these separately for follow-up if required. It was noted that the Committee meeting held on 12th March had been productive, with positive feedback from the Chair following her first meeting in post. Attendees confirmed the constructive nature of the discussion and effectiveness of the session. Members highlighted a useful and forward-looking conversation on Artificial Intelligence (AI), which was now being progressed. It was also noted that the Committee had reflected on the wider role of audit, recognising that it should be seen not only as providing assurance on compliance and financial controls, but also as having a developmental role in supporting organisational improvement. **The Corporation reviewed and noted the contents of the report and welcomed the positive tone and direction of the Audit Committee's work.**	
HSDC	**Report of the Estates Strategy Group:**	

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CORP 20/26	Members received a brief update from the Estates Strategy Group (ESG). The Chair of the ESG, Simon Claridge (SC), referred to the summary of the 12th February 2026 meeting outlined in the papers, and also referred members to the relevant detail within the Principal's report and the Management Accounts. He explained that the meeting had marked the first attendance of Interim Principal, Kurt Hintz, and Chair of Corporation, Penny Wycherley, whose constructive challenge of previous decisions had been welcomed. It was acknowledged that this had required some reconsideration and responsive action, reflected in the financial and capital updates discussed elsewhere on the agenda. The discussion referenced the Further Education Capital funding streams, noting that the existing programme was nearing completion. In addition, Members were advised that approximately £1.9m of the Further Education College Condition Allocation (FECCA) funding was now being actively assessed, with priorities to be brought forward to a future meeting for consideration. Members also discussed the progress of the land sale, which was described as continuing to inch forward steadily, with a potential outcome anticipated before the end of April 2026. In response to a question regarding the use of proceeds, it was clarified that any funds realised from the land sale would be retained by the College but restricted to capital use only and could not be applied to revenue expenditure. It was confirmed that this would include potential investment in IT and other transformational capital projects. Members noted that the proceeds, estimated to be in the region of £4.5m to £4.6m were not yet allocated and would require future Board consideration to determine their strategic use. The conversation concluded with recognition that the land sale represented a significant future opportunity, and that decisions on its use would be an important matter for the Corporation in due course. **Members of the Board reviewed and noted the contents of the report.**	
HSDC CORP 21/26	**Termly Report of the CQL Committee:** Members of the Board received the Termly Report of the CQL Committee which provided a summary of the issues which had been discussed at the meeting held on 5th March 2026. The Chair of the Committee, Romy Allen (RA), presented the report and advised members that it had been a lengthy and detailed meeting, interrupted briefly by a fire alarm. Given the comprehensive papers and overlap with earlier agenda items, she provided a high-level overview of the key discussion points as follows: • **FEC Curriculum Review Report** - RA explained that the Committee had considered the FEC Curriculum Review report, which had been warmly welcomed. She emphasised that many of the initial actions identified had already been addressed swiftly by the College, with particular recognition given to the DP C&Q and her team. The review was seen as affirming the Committee's existing direction of travel, providing useful external validation. Members were assured that actions arising from the review were being actively taken forward and quality assured by the Committee. • **Teaching, Learning and Assessment** - A key theme of the discussion was the need to strengthen the visibility and reporting of teaching, learning and assessment. While there was confidence that good practice was taking place, members of the Committee had observed that this was not always sufficiently reflected in documentation. To support improvement, the Committee had recommended	

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	targeted external consultancy support, providing both additional expertise and an independent perspective. It was noted that this had been positively received and was being progressed. RA also highlighted the benefit of greater operational insight into classroom practice, explaining that David Galloway, Head of Teaching, Learning & Quality, had now been involved more closely in discussions. She reflected that his recent input had been "really valuable," offering practical examples of in-year improvements, including changes to learning support and the use of learning walks to identify trends and respond more quickly to student needs, particularly vulnerable learners. Members agreed this demonstrated that improvement activity was gaining traction and having tangible impact. Beyond the FEC review, the Committee had held discussions on student destinations data, agreeing that reporting could be strengthened, and on the learner voice and student experience, where further development was required. There was also consideration of training and support for Student Progress Mentors, reflecting the wider focus on improving student outcomes. In the wider discussion, Members of the Board acknowledged the significant volume of work arising and the need to maintain momentum while ensuring it remained manageable and prioritised. It was emphasised that the DP C&Q should continue to draw on support from her team, colleagues and external peers to sustain delivery at pace. The conversation then turned to student engagement and representation. Stella Charman shared positive experiences of Governor involvement with the Student Union at Alton, prompting discussion on whether a similar model could be reintroduced across other sites. Members reflected on the challenges of engagement but agreed there was merit in exploring how Governor links with Student Unions could strengthen feedback and the student voice. It was noted that recent Student Union elections had been successful, with all positions filled, which was welcomed as a positive development. Finally, Members discussed the importance of strengthening governance oversight of local skills needs, noting the current absence of a designated "Skills Champion" of the Board. The role was described as key to ensuring the curriculum aligned with local and regional priorities, including engagement with employers and stakeholders. Members agreed this was an important gap to address in due course. In conclusion, the Corporation recognised the extensive work underway to strengthen curriculum quality, planning and improvement, including changes to the Quality Improvement Plan and Single Improvement Plan, and recorded its thanks to the DP C&Q and colleagues for their continued efforts. **Members of the Board reviewed the contents of the report and noted the issues which had been discussed at the meeting held on 5th March 2026.**	
HSDC CORP 22/26	**Risk Management:** The Board reviewed the risk register and noted the most significant risks facing the College, including cyber security threats, financial sustainability and the viability of specific campus provision. The Interim Principal, Kurt Hintz (KH) introduced a summary of the key organisational risks, noting that the full risk register had been reviewed by the Audit Committee and was available for more detailed scrutiny. KH explained that the headline risks would be familiar to Members, as they aligned closely with themes already discussed during the meeting, including student	

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	recruitment and market share, financial sustainability, workforce pressures, quality and student outcomes, and wider operational risks such as safeguarding and IT. He drew particular attention to the highest-rated risks, highlighting the increasing prominence of cyber security, observing that the sector view was now "not if, but when." The discussion emphasised the importance not only of mitigation measures, but also of ensuring the College was well-prepared to recover quickly from any incident, especially given the growing complexity of threats linked to AI and digital systems. KH also referenced the ongoing risk relating to the financial viability of the Alton campus, noting that this reflected a sustained decline in student numbers over several years. Members acknowledged that this remained a significant strategic challenge and linked to wider discussions on recruitment and market positioning. In response, Members welcomed the clarity and accessibility of the revised risk summary, with one Governor commenting that it represented a marked improvement on previous formats. Romy Allen added that the Curriculum, Quality and Learning Committee had spent time reviewing how risks were presented, particularly the need for stronger alignment between narrative, data and strategic plans, including the Quality Improvement Plan and Single Improvement Plan. She emphasised the importance of ensuring that risk reporting was consistent and connected across all governance documents, which Members agreed was a useful area of development. Members also sought clarification on the risk rating methodology, with KH confirming that risks were scored using a defined matrix that determined the red/amber/green categorisation. It was clarified that the summary report did not include financial quantification, but that more detailed information was available within the full risk register. **The Corporation noted the report, recognising that the key risks were well understood and appropriately aligned to strategic priorities, and endorsed the continued focus on strengthening risk clarity, alignment and management across the organisation.**	
HSDC CORP 23/26	**Termly Report on Governor Links:** Members of the Board received and noted a report which outlined the governor activity during the Spring term 2026.	
HSDC CORP 24/26	**Report from Board Champions:** The Corporation received verbal updates from Board Champions, beginning with Stella Charman, who reflected on her developing role in SEND and Inclusive Education. She noted that she had been actively building relationships with staff and gaining insight into provision, particularly through participation in learning walks. Stella described this as a "pivotal time" for SEND, highlighting both internal developments and the wider national context, including the implications of the SEND White Paper. She explained that her focus was to support the College's strategic priority of strengthening SEND and inclusive education, while also providing constructive challenge informed by external awareness and engagement. Members welcomed Stella's approach and the progress she had made in embedding the role. The Interim Principal added further context, emphasising that SEND pressures were becoming increasingly significant, particularly at Level 1 and among learners with EHCPs, many of whom presented with mental health-related needs. He went on to say that this reflected the longer-term impact of the pandemic, with some students experiencing barriers due to disrupted schooling rather than underlying ability. The Interim Principal stressed that this was not a marginal issue but a growing	

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	and critical strategic challenge, requiring careful planning of curriculum pathways and support structures. Members acknowledged that this area could also represent a distinctive strength for the College, given its established reputation for strong pastoral and wraparound support and members agreed on the importance of maintaining a student-centred approach. Mike Bateman then provided a brief update as Board Champion for Health & Safety and Environmental Sustainability. He assured the Board that the College was effectively managing its health and safety responsibilities, giving confidence in this area of risk. Turning to Environmental Sustainability, Mike reported that activity had slowed in recent months but had now been re-energised, with renewed leadership and engagement. He commented on the strong enthusiasm among both staff and students but highlighted the challenge of balancing this with the longer-term nature and cost of sustainability initiatives. While significant progress had been made through capital projects, such as incorporating sustainable measures into new builds and refurbishments, he emphasised that delivery of the wider sustainability agenda would require continued investment and careful prioritisation. In discussion, it was noted that student interest in sustainability remained high, with Student Union officers actively involved and a strong legacy of achievement in this area. Members agreed on the importance of sustaining this momentum while being transparent about the financial and practical constraints involved. **The Corporation noted the updates, recognising the important contribution of Board Champions in strengthening oversight, connection and strategic focus across key areas.**	
HSDC CORP 25/26	**Non-Consolidated Pay Award 25/26:** *(Staff Governors Mike Tiller and Melanie Luck left the meeting at this point 18.45 hrs)* Members of the Board received a confidential paper on the Non-Consolidated Pay Award 25/26. Due to the confidential nature of the contents of the report and the related discussions, this item is recorded as a separate confidential item for External Governors and Executive Officers only.	
HSDC CORP 26/26	**Strictly Confidential Items:** *(Executive Officers left the meeting 18.56 hrs).* **Report of the Selection Committee Meeting: Recruitment of the DP Finance & Facilities.** External Governors had received a separate strictly confidential PDF pack of papers via email. Due to the strictly confidential nature of the contents of this report and related discussions, this item is recorded as a separate strictly confidential minute for External Governors only.	
HSDC CORP 27/26	**Date of next meeting –** Members noted that the next meeting was scheduled to take place on **Monday 6th July 2026.** Members were reminded that the May Governors' Conference 2026 was scheduled to take place on Friday 15th May 2026 at the South Downs campus.	

There being no other business, the meeting closed at 19.10 hrs

Signed: …………………………………………………………………………..   **Date:**…………………………………………