

**CHELMSFORD COLLEGE
BOARD OF THE CORPORATION
31 March 2017**

Minutes of a Meeting of the Board of the Corporation held at the Committee Room, Moulsham Street Campus, Chelmsford on Friday 31 March 2017 at 2.00 pm.

PRESENT: Elaine Oddie (Chair)
Andy Sparks (Principal)
Stuart Hodges
Susan Hughes
Michael Lager (Vice Chair)
Janet Maynard
Amanda Montague
Sarah Noble (Vice Chair)
Barbara Vohmann
Doug Zeeman

IN ATTENDANCE: Caroline Williams (Deputy Principal)
Mike Tadman (Assistant Principal, People & Services)
Marco Iciek (Director, Learner Inclusion & Development) (item 1165)
Rob Millea (Clerk to the Corporation)
Joanne Harrington (Assistant Clerk)

1165. PRESENTATION: PREVENT TRAINING

The Director of Learner Inclusion & Development gave a presentation on the Prevent & British Values Agenda.

This Agenda is part of the counter-terrorism strategy legislated on 12 February 2015 and there is an obligation on FE Colleges to implement the Act from September 2015.

Pursue – to stop terrorist attacks
Protect – to strengthen our protection against terrorist attacks
Prepare – to mitigate the impact of terrorist attacks
Prevent – to stop people becoming terrorists or supporting terrorism

Prevent operates in the pre-criminal environment whereas the other three are essentially criminal items and fall within the activities of the uniformed services.

The College has to have 'due regard to the need to prevent individuals from being drawn into terrorism'. This is a clear statutory requirement for

the College with which it must comply including keeping relevant evidence.

British Values are democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs.

Currently, a large emphasis is being placed on the roll out of British Values across the curriculum, both in tutorials and embedded within classroom practice. It is therefore a fundamental aspect of an Ofsted Inspection in the current landscape. It is firmly included in our Safeguarding policies and practices.

In complying with the Prevent Duty, active engagement is expected from the governors and Board as well as senior managers and staff.

Nationally, the current threat is deemed to be severe and based on:

- Domestic terrorism
- Lone actors
- Northern Ireland extremism
- International terrorism

Marco explained that Channel is made up of local authorities which the College would refer any individual under threat of radicalisation and they will provide support.

In response to a **governor question**, Marco stated there have been three referrals to Channel since it began in 2011.

The Clerk advised the Board of on-line Home Office training on Prevent and it was **AGREED** that all governors should complete this training. The Assistant Clerk will provide governors with the on line link for this training. A Certificate of Completion is provided on completion and the Assistant Clerk will maintain a file of these certificates for inspection as necessary.

Marco was **thanked** for his informative presentation.

1166. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Steve Houghton, Will Dean, Debs Hurst (Assistant Principal, Finance & Risk) and Peter Moore (Deputy Director of Finance).

Debs Hurst remains on long term sick leave and has been for all of this term. A phased return to work will be planned as is appropriate consistent with her recovery.

To cover her absence, Peter Moore has taken some additional responsibilities within Essex Shared Services and an interim staff member has been taken on to help with backroom functions.

1167. DECLARATIONS OF INTEREST AND CONFIDENTIAL ITEMS

The Clerk to the Corporation renewed his declaration that he acts as Clerk to South Essex College. He also notified the Board that his wife's cousin is the Clerk at Writtle University College.

Barbara Vohmann renewed her declaration as an employee of Anglia Ruskin University.

Amanda Montague renewed her declaration as an employee of a charity in Hertfordshire involved in training.

No confidential items were notified.

1168. URGENT BUSINESS

There were no items of Urgent Business.

1169. MINUTES OF THE MEETING HELD ON 9 DECEMBER 2016 AND THE SPECIAL MEETING HELD ON 3 FEBRUARY 2017

The Minutes of the Meeting held on 9 December 2016 and the Special Meeting held on 3 February 2017, during the Governors' Development Day, were **APPROVED** and **SIGNED** by the Chair.

1170. MATTERS ARISING

The Clerk tabled a paper tracking actions arising from the last minutes.

- A. DBS Checks for Governors – all completed bar one
- B. Notice of Financial Concern – see Principal's Report and Finance Report
- C. Pay Award 2016/17 – see Human Resources Report
- D. Letter of Representation 2015/16 – this was amended in accordance with the Board's wishes.

In response to governor questions, the Clerk confirmed that the Financial Regulations have been updated. Also, the Board noted that Essex Adult Community Learning run by the County Council had recently been inspected by Ofsted resulting in a grade 4 – Inadequate. The Principal

advised that he has contacted ACL to see if there is an opportunity for the College and ACL to work together.

All other matters in the Clerk's paper are covered elsewhere in the Agenda.

1171. PRINCIPAL'S REPORT

The Principal presented a written Report for the information of governors, highlighting current key issues. He thanked Caroline Williams and Mike Tadman for their support in College during his focus on the Area Review process.

Ofsted Monitoring Visit (15 March 2017) and Outcome Letter

A very positive monitoring visit took place on 15 March and Governors were provided with a copy of the letter from Matt Vaughan following that visit.

Matt Vaughan suggested that the minutes of the Quality & Learners Committee could include more specific governor challenge, but he appeared to have taken issues out of context or misquoted (e.g. sub-contracting) and the minutes were unapproved.

Governors raised questions on the Agreed Next Steps itemised in the Ofsted Letter and actions to meet these objectives.

The Agreed Next Steps are:

- a. Improve attendance at level 1 and in English & Maths
- b. Stable staffing in the English GCSE team – share good experience across the College – build on improvements already made – ensure higher proportion of learners rapidly improve their English and Maths
- c. Improve the level of challenge by governors and the recording of this challenge
- d. Ensure teachers plan and enable their learners to develop their higher level critical analysis skills

These are difficult challenges and acknowledged that is the case. With regard to English & maths, governors were informed that attendance is quite good compared to other Colleges but always lower than attendance on the students' main programme of study.

With regard to staffing and English & maths generally, in response to challenge by the Board, the Deputy Principal reiterated how challenging

this area is and the need to examine new/different strategies. She reported on her attendance at an East of England Regional OFSTED Conference which highlighted the need to incentivise students to attend English and maths. The major influencing factor remains the quality of the teacher in the classroom.

A governor asked how the impact of recent staff absences in English were being mitigated. The Deputy Principal explained that 2 new agency teachers had been appointed to address the shortfall. Moreover, governors were informed that whilst the teachers appointed were well experienced and highly capable, students were finding it difficult to adapt to these new teachers.

The governor also enquired as to why some students in both English and maths had been moved to level 2 functional skills. The Deputy Principal informed governors that the students who had been moved to level 2 functional skills are students who will be progressing next year to the second year of their main qualification or the next level but who according to mock and controlled assessment results are not yet able to achieve a level 2. The reason for moving these students to the functional skills qualifications is that the GCSE legacy qualification will not be available after August 2017.

A governor asked about the impact of T Levels recently announced by Government in the Budget. The Principal said we will have to change our curriculum, it will be a big challenge to facilitate the work experience increase and the 600 to 900 hours.

Matt Vaughan would not confirm when the College will be next inspected but, as generally Colleges are being inspected at the end of the period since their last inspection, which is two years if the College is grade 3. Therefore, we expect inspection in October/November this year.

Learner Numbers, Funding & Finance

16-18 Apprenticeship Numbers (funding value) are currently below the in-year profile at £421K and are forecast to outturn at £776K (original budget £851K) with additional work being undertaken to minimise the shortfall in this funding line. Adult Apprentices are likely to just exceed the budget for the year.

The Board were made aware of the uncertainty regarding new apprenticeship starts after April due to the introduction of the apprenticeship reforms. It was agreed that the Director of Business Services would give a presentation at the next Board Meeting about the new Apprenticeship landscape after 1 April.

It was further noted that the College's application to join the Register of Apprenticeship Training Providers has been approved.

A **governor challenged** management as to whether the College is fully prepared for the start of the Apprenticeship Levy. The Deputy Principal advised that preparations are under control e.g. implementation of new standards and working with PEN groups.

It was noted that there is not enough information as yet about end point assessments. The costings are still unclear and it is uncertain the extent of funds which might be available from SMEs (Small and Medium Size Enterprises) which will not pay the Apprenticeship Levy.

This will make accurate budgeting for Apprenticeship Income in 2017/18 extremely difficult.

The Board was alerted to a potential quality issue. The SFA monitors academic performance of all Colleges and our poor Apprenticeship performance was below the SFA Minimum Level of Performance threshold at the end of 2015/16. The issue relates to a number of frameworks with small numbers, poor performance in Hair & Beauty and some independent training providers encouraging students to move to them.

The matter was discussed with Matt Vaughan and a meeting took place with the SFA intervention team and, as a result, no formal monitoring will be applied and it is hoped the issue will not trigger an early Ofsted inspection.

Meanwhile, in response to **governor challenge**, it was confirmed that we are monitoring this area carefully and this monitoring will be shared with governors.

Retention is holding up quite well despite the usual post-Christmas dip – it is currently 95% compared to 92% at the same point last year. Pleasingly, current projected success rates for classroom based learning are currently on or above national rate for all ages and levels.

The College has been notified its level of EFA 2017/18 Funding, which is a reduction of £769K on this year. A business case to mitigate this reduction is being written and will be submitted to EFA/SFA (merged agency) in April with the outcome known in June.

The 2016/17 financial outturn is on target to reach the budgeted surplus (see minute 1172.3) if not exceed it.

The Principal indicated that there was a potential negative impact of changes in the Spring Budget just announced.

Current financial position

The College is now Satisfactory under SFA methodology (see Finance Report) and the projection for 2018-19 is moving to Good. It is anticipated that by then Beacon House will have been sold as permission to sell has been received from the SFA. In order to facilitate this sale, the Hair & Beauty provision currently housed at Beacon House will be moved during the summer to Princes Road.

In addition, discussions have commenced with architects regarding a high level vision for Princes Road Campus over the next three to five years.

Initial discussions regarding the College's loan arrangements have begun with Lloyds Bank with the aim of extending the current Revolving Credit Facility for a further year.

We have had our **Notice of Financial Concern removed by the SFA** and a letter to that effect was tabled for the Board. This is excellent news.

A governor drew attention to the reference in the Report to concern around achievement of the 16-18 apprenticeship income target and the costs of assessor/ALS staff costs. The Principal stated that continued efforts are in place to achieve the income target and he is working with Peter Moore on assessor costs, which can be variable and difficult to budget.

Area Reviews

The Principal reported the successful hosting by the College of the final Area Review Meeting for Essex, which showcased the College and there was a lot of positive feedback from visitors.

The process is now concluded and the Report should be issued in a couple of months. The final recommendation in respect of Chelmsford College was as follows:

'Chelmsford College and Writtle University College to establish a formal collaborative partnership to rationalise and improve the curriculum offer, drive up quality and share services to reduce costs. As stand-alone institutions, the Colleges should continue to review provision and collaboration to ensure a sustainable local offer is available for employers and learners'

This Recommendation was **APPROVED** by the Board via email resolution before the final Area Review Meeting on 20 March 2017.

There was a wider final recommendation relative to all Essex Colleges:

'Greater Essex Colleges to review the potential for shared services, through upscaling the current shared services arrangement between South Essex College and Chelmsford College to provided cost savings'

This Recommendation was also **APPROVED** by the Board via the same email resolution as noted above.

The Principal will now progress discussions with Writtle University College with a view to agreeing a Memorandum of Understanding as to future collaboration between the two institutions. The intention would be to finalise such an agreement by the end of this academic year and therefore ask for Board approval at the July Meeting. An application for transitional funding will be made in this connection to Government.

The Report was **RECEIVED**.

1172. FINANCE REPORT

1172.1 Management Accounts for the seven months to 28 February 2017

In the absence of the Assistant Principal Finance & Risk, the Principal and the Clerk presented the Management Accounts for the seven months ended 28 February 2017 for discussion and comment by the Board.

For the period, the College is showing an operating surplus of £156K against a budgeted surplus of £123K, a favourable variance of £33K.

Total income amounted to £9.1million and total expenditure amounted to £8.95 million.

The Accounts were accompanied by a Detailed Commentary explaining the variances from budget. These management accounts do not take into account any adjustments which will result from including FRS102 pension adjustments.

At 31 October 2016, group net assets stood at £13.2 million, including cash of £0.4 million and revalued fixed assets of £32.5 million.

The College's Financial Health for 2015/16, based on the SFA's new methodology, is Satisfactory and will remain so for 2016/17. The forecast is for it to improve to Good for 2017/18.

Cash flow has been positive for the year and the revolving credit facility was not necessary in early 2017.

The current ratio stands at 0.47 slightly worse than expectation (0.53). Pay expenditure as a percentage of income is 61% against target of 62%.

All bank covenants are being met.

A governor raised some queries regarding the Management Accounts and the balance sheet not quite tying up with the income statement and the cash flow statement. The Clerk **AGREED** to ask Peter Moore to investigate the differences and notify the Board of the outcome.

ACTION: CLERK

A governor queried the expenditure on Agency costs. It was explained that there have been problems recruiting permanent staff in a number of areas which have led to the expense rising but there is some offset against pay costs consequentially.

A governor noted that on Page 10 of the KPI Report total borrowings as a percentage of college reserves should be rated GREEN not RED.

A governor was concerned as to the poor performance this year to date for Commercial Income. The Principal said that it was patchy with some areas doing quite well and others virtually nothing. The responsibility to generate external income streams has rested with the individual curriculum areas but the Principal felt that this would have to be centralised for the future. Also, it can prove difficult to focus on this area when the main objective is Teaching, Learning & Assessment. The Principal also felt that there were opportunities for growing this area together with Writtle University College as we undertake future collaboration with them.

The Report was **RECEIVED**.

1172.2 Financial Recovery Plan

The SFA Notice of Concern for Financial Health was lifted by the SFA on 14 March 2017 and the Board has **RECEIVED** a letter from the Agency to that effect, which was circulated to all governors.

We will be sending our Accounts to the SFA for monthly remote monitoring but we will be removed from the public list in April.

The outlook for our finances in 2017/18 is covered in minute **1172.5** below and we have to rework the plan for next year in the light of the loss of EFA funding due to the lagged funding model.

1172.3 Financial Forecast to 31 July 2017

The Forecast has been prepared as a high level review, focusing on income lines and individual staff costs and the larger non-pay cost items. The forecast is indicating an outturn for the year of £250K against a budgeted surplus of £220K. It could be higher still. A full analysis of the forecast was provided to the Board.

The forecast includes no adjustments for pension accounting.

1172.4 LGPS triennial Valuation

The Clerk provided the Board with a paper updating the current pension position.

At the last Meeting of the Board, it was reported that the valuation has been received from Essex LGPS and as expected, the period of repayment of the deficit on the Scheme has been reduced to either 12 or 15 years, due to the perceived riskiness of Colleges.

If 12 years is implemented, the extra annual cost in pension contributions to the College would be £70K and if 15 years is implemented, the extra annual cost would be £52K, costs which the College cannot afford.

Security is being sought by the Scheme which could leave the repayment period at the present 24 years.

It was noted that the deficit in cash actuarial terms at the recent March 2016 valuation has reduced to £960K from £1,838K in 2013.

FEDEC Finance Directors met in December to discuss these issues and made joint representations (with assistance from KPMG) to the Scheme Trustees regarding the security issue. A copy of the letter sent to the Scheme Trustees and the reply received were circulated to the Board.

The Scheme Trustees responded by stating that there is merit in treating 2017/18 as a transitional year whereby Colleges migrate to the new primary (ongoing) rate specified by the 2016 valuation and maintaining the deficit profile set at the 2013 valuation.

This means that College contributions will increase for 2017/18 by £50K per annum with the deficit profile for the moment remaining at 24 years.

The security issue will be picked up in 2018 but the Board noted that the bank has security by way of first charge over the College's property.

The Board **NOTED** the Report and **RESOLVED** that FEDEC be asked to take forward discussions with the LGPS over the course of the next year once the transitional year mentioned above has expired.

The Board asked that, at the October Board Development Day, there be a briefing on the Insolvency Bill to cover Colleges which presently going through Parliament and on the Pensions issue in the future.

The Board considered setting up a Task and Finish Group on Pensions but, by five votes to four, this was not approved.

1172.5 Learner Numbers and Financial Implications 2017/18

This was deemed to be a Confidential Item under the Instrument & Articles and a separate Minute has been prepared in this connection, which is attached to these Minutes.

1173. HUMAN RESOURCES REPORT

The Board **RECEIVED** a Report on HR matters from the Assistant Principal, People & Services. The Report highlighted the following key points:

- New academic management structure and improved communication with staff and unions have provided stability
- Staff turnover reduced compared to last year and below national average and the College target
- Reduction in the use of long-term agency staff
- Successful recruitment activity in areas where difficulties often encountered in filling posts
- Establishment of Staff Consultative Group to improve communications with staff and unions
- Staff sickness absence is lower than AoC sector data but has risen to 5.1 days against 7.4 nationally due to both long term and short term illness
- Still not recommended to make any general staff pay increase (increase in Living Wage will apply from May 2017)
- Appraisal and performance management process was introduced in September 2016 to focus on robust target-setting to improve transparency and accountability

- Observation data shows an improving trend towards meeting targets set for the 5 key lesson expectations – currently 77% are meeting expectations against a target of 80%

The Board posed a number of questions in connection with the Report:

- Mike Tadman reported that there is difficulty in recruiting permanent staff in Engineering and Construction as teachers prefer to have agency status due to salary competitiveness
- The College will achieve the target KPI of 100% for all new staff having set performance targets
- The proportion of teachers achieving the five key expectations in Lesson Observations has improved to 68% and the target of 80% is felt achievable
- Despite the average number of days sickness absence currently at 5.1 days, Assistant Principal People & Services felt the target of 3.5 for the year can be met.

The Board **RECEIVED** the Report and **APPROVED** that no general pay increase be awarded to staff at this time.

A pay award will be again considered at the July Meeting.

1174. AUDIT MATTERS

1174.1 Internal Audit Reports

The Clerk **INFORMED** the Board of the status of Internal Audit work for the College for 2016/17 with reference to the Internal Audit Plan previously agreed with RSM, the College's Internal Auditors.

Final Reports for ESS: Cash and Treasury Management, Apprenticeship Levy – Strategy and Business Development and IT: Cyber Security will be discussed at the Audit Committee in June.

Additional Assignments scheduled for this year include Student Journey: first six weeks, which will be a split audit as noted in the Internal Audit Plan with some work being done before the end of this academic year and the 'first six weeks' element being finished in September.

Applications Management and Sub-Contracting Review will be carried out during the Summer Term and will be discussed at the June Meeting, if possible.

Ultimately, both of these audits will be closed out at the proposed Audit Committee Meeting in September.

The Board **NOTED** the Report.

1174.2 Risk Register and Dartboard

The Assistant Principal, People & Services **PRESENTED** the Risk Register of the College for review and comment. He has taken on this role in the absence of Debs Hurst. The Register has been updated to 28 February 2017 and has been placed on the Governors' portal.

Key points:

- General reduction in the college risk profile with 13 risks reduced and three increased, eight unchanged, one removed and one new risk added – due to risk control measures
- Two remaining RED risks: shortfall in 16-18 recruitment allocation for next year (covered elsewhere in these minutes) and increased likelihood of additional commercial income targets not being met
- RED risks reduced: Area Reviews, OFSTED grade, Maths and English, CIP rapid improvement and LGPS deficit security (as it is deferred for at least a year)

The removed risk was possible failure to find a new HE partner – an agreement has been entered into with South Essex College.

The new risk is connected with the risk of formal intervention following the 2015/16 data outturn for apprenticeship falling short of SFA minimum levels (see minute on Principal's Report).

The Board also **RECEIVED** the updated Dartboard and the Risk Register.

The Board **APPROVED** the re-appointment of KPMG and RSM as external auditors and internal auditors of the College for the year ended 31 July 2018.

1175. KEY PERFORMANCE INDICATORS

The Board **RECEIVED** a detailed paper itemising KPIs for the College and current progress and performance, with commentary.

The Board commented on a number of matters:

See elsewhere in these minutes as all areas have been addressed during discussions to date on finance and HR

Need to itemise progress against the Curriculum targets

Page 3 all OK – note comment on Apprenticeship funding value

Page 4 – students making progress on or above TAG – 59% against target on 80% – the target is aspirational and challenging. Some curriculum areas are achieving this target whilst others are finding the drive for high grades more challenging.

SN asked what happens with those students who are finding the achievement of their TAG more challenging. The Deputy Principal informed governors that the progress of each learner is reviewed at the routine progress and progression reviews. The CAM and PAM agree either student or leadership and management interventions. The most common reasons for students not making the progress expected of them are late submission of coursework and poor submission of referred coursework.

1176. PROGRESS AGAINST COLLEGE IMPROVEMENT PLAN

The Deputy Principal **PRESENTED** an updated College Improvement Plan showing Ofsted Support and Challenge Actions and progress to date.

The Plan was **SUPPLEMENTED** by extensive comments by the Deputy Principal, focusing on each of the seven priorities.

Governors noted that good progress is being made against all seven College priorities.

Priorities 4 (good progress and achievement of students on 16-19 Study Programmes) and 5 (improvement of TLA through the achievement of five key expectations) remain RAG rated as RED as, whilst there is progress, there is some inconsistency across the College.

Of the 28 key actions listed in the CIP (which are all linked to the seven priorities), ten have been completed, details of which were noted in the KPI Report.

The Monitoring Report sits alongside the most recent KPIs and the Ofsted Support and Challenge Visit letter.

The Report reflects additional steps, where necessary, which arose during the Support and Challenge visit, and Actions proposed to tackle those points.

The Deputy Principal noted that Ofsted would expect governors to know the overall Target Achievement Grade (TAG) for the College which

currently stands at 59% against a target of 80%, which is in itself a high aspiration.

A **governor asked** why the YTD figure is less than target. The Deputy Principal said that two areas – Sport and Engineering – are affecting the overall TAG. Progress and progression reviews are being reviewed on a three weekly basis and there is close monitoring with intervention for individual students. There are some issues with a lag in marking and in student submission of assignment work.

A **governor asked** who are the external observers being used to assist the College in looking at progress of learners. They are two part-time inspectors from FE Associates covering Moulsham Street and Princes Road. Their input has been very positive.

In response to a governor, it was clarified that the final column on page 6 of the KPIs referred to YTD not the end of year forecast.

The Report from the Deputy Principal was **RECEIVED**.

1177. GOVERNANCE MATTERS

The Clerk **REPORTED** on a number of Governance matters:

1. A Report on the Governors' Development Day on 3 February 2017 has been circulated. The Board completed Evaluation Forms in respect of the Day and comments arising were itemised by the Clerk and these will be developed by the Senior Management Team on an ongoing basis. The overall grade for the Day was 1.6, midway between Good and Outstanding.
2. Members of the Board who served throughout 2015/16 completed Self-Assessment Questionnaires (five in all). The overall grade was 1.8, just above Good. However, it was noted that the grade awarded for questions 2 and 3 relating to governors influencing improvements in Teaching and Learning and overall Capacity to Improve were graded 2.2 and 2 respectively. The comments made as to the College's Strengths and Areas for Development were documented and will be developed further during the year.
3. The Board received unapproved Minutes of the Quality & Learners Committee held on 7 February 2017 (which have since been amended).
4. The Principal informed the Board of the programme of development of the Strategic Plan for the College for 2017-2020, which can now be proceeded following the conclusion of the Area Review process.

Governors will be involved in this development during the October Development Day.

In addition, the Clerk **OBSERVED** that the Ofsted Support and Challenge Visit Inspector wanted to see increased challenge in the minutes of Quality & Learners Committee, in particular, and this will be done.

The Principal suggested and the Board **AGREED** that, where relevant, a paragraph will be inserted on each cover sheet for Board and Committee Meetings to itemise the intended Impact on Quality of the actions proposed. This may be able to be covered within the existing paragraph on Risk Assessment.

ACTION: CLERK

Reports on Governor Visits

Sarah Noble reported that she had spent a day in College recently to specifically look at English & maths Level 2 provision. She was grateful to Penny Petch for organising a comprehensive timetable for the day. She has the opportunity to talk to a lot of students and she felt her observations of English & maths teaching was very positive. Sarah said she has made some notes of her visit and will write these up so that they can be put on the Governors' portal.

ACTION: SN/CLERK

Barbara Vohmann visited Science and ICT and met with Tony Perry, the Curriculum Area Manager and she felt students she saw were very diligent and engaged.

Elaine Oddie reported on her attendance at Apprenticeship Week.

A selection of recent press articles showcasing the College were circulated.

Clerking Arrangements

The Chair reported to the Board that Robert Millea has agreed to continue as Clerk to the Corporation for a further academic year. The Board **APPROVED** his appointment for the academic year 2017/18. He will continue to be paid on a sub-contract basis through Essex Shared Services Limited at an unchanged rate from this year. A contract Between ESS and Robert will be signed by 31 July 2017. It was noted that he will continue to act as Clerk to South Essex College for 2017/18.

Further to the minutes of the Quality & Learners Committee, a governor asked whether there was a difference in the atmosphere and student experience between Princes Road and Moulsham Street, aside from the different curriculum areas. The Principal said there was a slightly different culture and there is a need to place more emphasis on Princes Road as the College is perhaps a little too Moulsham Street-centric. Balance is essential.

1178. ANY OTHER BUSINESS

There were no items of AOB.

The Principal commented on the proposed plans to transfer Hair & Beauty from Beacon House to Princes Road. Architects are working up a feasibility study for this proposal. The Board will be kept informed as plans develop.

It was **AGREED** that the next Board Meeting should commence with a presentation by Sarah Hamilton (Director of Business Services) on the new Apprenticeship Reforms with possible implications for the College.

1179. DATE OF NEXT MEETINGS

Friday 7 July 2017 at 1.30 pm (change of time)
Friday 29 September 2017 (provisional)

There being no further business, the Meeting terminated at 5.35 pm.

Signed.....Dated.....