

**CHELMSFORD COLLEGE
BOARD OF THE CORPORATION
04 July 2019**

Minutes of a Meeting of the Board of the Corporation held at the Committee Room, Moulsham Street Campus, Chelmsford on Thursday 4 July 2019 at 2.00 pm.

PRESENT: Elaine Oddie (Chair)
Andy Sparks (Principal)
Jenny Beaumont
Stuart Hodges
Susan Hughes
Sarah Noble (Vice Chair)
Christian Norman (from 2.15pm)
Janet Maynard
Amanda Montague
Jaya Patten (from minute **1334**)
Barbara Vohmann
Doug Zeeman

IN ATTENDANCE: Caroline Williams (Deputy Principal)
Debs Hurst (Vice Principal, Finance & Corporate Resources)
Rob Millea (Clerk to the Corporation)
Joanne Harrington (Assistant Clerk)

1334. APPOINTMENT OF NEW GOVERNORS

The Board considered a recommendation from the Search Governance & Remuneration Committee and **APPROVED** the appointment of Jaya Patten as an independent governor of the Board with immediate effect. Jaya will join the Audit Committee.

Jaya then joined the Meeting.

The Board also **APPROVED** the appointment of Thomas Pipe as the FE Student Governor of the College for the academic year 2019/20. Thomas will join the Quality & Learners Committee and his first Board Meeting will be in September 2019.

The Clerk will seek an alternate student to attend Meetings as an Observer, in the event that Thomas cannot attend.

ACTION: CLERK

1335. APOLOGIES FOR ABSENCE AND WELCOME TO NEW GOVERNOR

Apologies for Absence were received from Seena Shah and Ryley Shrimpton (Student Governor).

The Chair welcomed Jaya Patten as a new Member of the Board.

1336. DECLARATIONS OF INTEREST AND CONFIDENTIAL ITEMS

The Clerk to the Corporation renewed his declaration that he acts as Clerk to South Essex College and Company Secretary of Essex Shared Services Limited. 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 and her involvement with links between ARU and Writtle University College.

The Vice Principal, Finance & Corporate Resources informed the Board that she has been appointed as a Member Representative on the Essex LGPS Advisory Board.

The Principal declared his interest as Chair of ACER Limited (dormant company).

The Chair and the Principal declared their interests as Directors of Essex Shared Services Limited.

Christian Norman declared an interest in that he is now being employed by New City College, London on a short term contract until 31 July 2019.

No confidential items were notified save that minutes **1351** and **1354** were deemed to be Confidential.

1337. URGENT BUSINESS

There were no items of Urgent Business, other than to record the use of the seal to execute an Agreement with Essex County Council regarding the construction and funding of the new High Needs Building.

1338. MINUTES OF THE MEETING HELD ON 29 MARCH 2019

The Minutes of the Meeting held on 29 March 2019 were **APPROVED** and **SIGNED** by the Chair.

1339. MATTERS ARISING

The Clerk tabled a paper tracking actions arising from the last minutes, which appear elsewhere in these minutes.

Support from Governors in developing more efficient Health & Safety system will be included in the December/March Board Meeting.

ACTION: S HOPE

The Deputy Principal reported that a Gateway qualification is being finalised – Keeping Students Safe – and others being taken forward. Stuart Hodges confirmed that this qualification was approved this morning. Alison Davies attended the Gateway Board. This initiative builds on the Health & Wellbeing level 1 qualification.

The Deputy Principal also stated that Higher Level apprenticeships are being worked on in partnership initially with the Chartered Institute of Procurement. The Principal said that the College is looking at further partnerships for higher level procurement in Chelmsford, including possibly a linkage with ARU.

The Board **AGREED** that, at the request of Susan Hughes, there should be a session on the Gender Pay Report at the next Governors' Development Day in October. Debs Hurst confirmed that it is College Policy for there to be equal pay for equal work. Governors wished to be assured that the College takes action if there are any differences in this Policy and that the reasons for such differences are clear and justifiable.

ACTION: DEBS HURST

1340. PRINCIPAL'S REPORT

The Principal presented a written Report for the information of governors, supported by a short slide presentation.

An update on collaboration developments with Writtle University College is included in minute **1351** as a confidential item.

The Auger Review has been published and includes some important recommendations for FE, which no doubt will be on the Agenda for the new Prime Minister.

The Principal commented that it is unclear when the Comprehensive Spending Review is going to happen, due to Brexit. It is scheduled for the Autumn but that appears to be doubtful so any changes to FE may get postponed.

Ofsted were unable to schedule the proposed pilot inspection against the new Inspection Framework, which was disappointing and not good for staff morale. The Principal stated that the new HMI for Ofsted (Jules Steele) is going to come and visit the College at the beginning of new academic year.

The Deputy Principal is now a fully qualified Ofsted Inspector and the Principal will continue in his role as a Member of the Ofsted stage 3 Complaints panel.

16-18 learner recruitment for 2019/20 is slightly lower than at this stage (especially Level 3) last year in terms of applications and work goes on to maximise the recruitment. If the final number is below the allocation, which is the current expectation (in the order of around 75/100 students), compared to this year, then income in 2020/21 will be reduced under the lagged funding model.

Jenny Beaumont asked to be kept informed regarding retention of Looked After Students and the Principal confirmed this is an important priority. Amongst other things, money is allocated in the budget for mentors for LAC students to promote retentions. The statistics for withdrawals and, where known, the reasons will be provided to the Board on an ongoing basis. The withdrawal process is robust. In addition, an internal Audit is planned for this area during 2019/20.

Personal safety measures have been put in place and tested with students and staff, including a knife arch. During that test, three students were pulled out and spoken to by the Police due to their demeanour and did not go through the knife arch. Feedback on these measures will be passed to the local Neighbourhood Watch later this month.

Learner Numbers, Funding & Finance

The Board were informed that a small operating deficit of £69K is currently projected for this year (see minute **1342.2**) so long as Apprenticeship and AEB income streams meet forecast. Both are being closely monitored and are expected to be achieved.

The impact of agency costs remains significant and it is hard to see this ameliorating in 2019/20 due to difficult in recruiting in 'hard to fill' areas.

The College will have Requires Improvement (replaces the term Satisfactory) Financial Health under the ESFA methodology providing the projected outturn position is achieved. It is noted that this will be only 10 points away from Good.

The College is targeting a £216K operating surplus for 2019/20 but this is very challenging. It includes a 1% pay award for staff and reflects the increase in funding under the lagged funding model due to both higher recruitment in 2018/19 and banding changes in 2017/18.

Student performance looks positive but not as good as last year (2 to 3 percentage points lower) and below target. However, it should be maintained at or above the most recent National Rates. Retention for 16-18 year olds is marginally down on last year at 89% but is being closely monitored.

Renegotiation of Financing for the College is covered in the Finance Report (minute **1342**).

Staffing matters were mentioned in the Report – the detail is covered in the minute (**1341.1**) below on Human Resources.

Risk Dartboard

The current iteration of the College Risk Dartboard, taken from the College Risk Register was provided to the Board. This had been discussed in detail by the Audit Committee at its Meeting on 25 June 2019 and is documented in the Minutes of that Meeting (see minute **1349**).

There are currently two RED risks – not achieving AEB funding target and the risk of reputational damage in the event of a poor Ofsted inspection outcome.

It was noted that possible Union unrest regarding the Lesson Observation process is ranked AMBER.

Summer works

There are a number of summer works being carried out on the estate:

- Completion of Princes Road refurbishment (new reception, redesigned Atrium, refectory and conservatory, new student seating) – pictures of the progress to date were shared
- Refurbishment of Carpentry workshop
- High Needs building planning application has been submitted and works expected to start in September ready for opening in January 2020
- New Nursery classroom
- Replacing windows in Sports Hall and refurbishing the Dance Studio
- Create a new general classroom in the Art Block
- Outdoor seating at Moulsham Street

Funds have been requested from SELEP for the new construction building with a decision likely by June 2020. Unfortunately, the College's application to SELEP for funding for the Rubb Tents replacement (£1.3 million) was not successful but this project remains on the list of projects to be considered in the future when further funds become available. Some work on planning for this may be undertaken so that the College can proceed with the replacement if funds do become available.

The Report was **RECEIVED**.

1341.1 HUMAN RESOURCES REPORT

The Board **RECEIVED** a Report from the Vice Principal, Finance & Corporate Resources on Human Resources matters.

The key points were:

- **Turnover** to date for this academic year annualised is 15.13% (15.8% last year) against a target for the year of 17%. The overall trend remains pleasingly downwards and compares well with the AoC benchmark in the Eastern Region of 17.4%
- Currently, there are 12 vacancies (last year 21 at this time)
- Staff recruitment remains high during this term with successful recruitment of 18 staff since March. There are 12 vacancies at present. A recruitment event was held at Princes Road recently and it was very positive
- Use of agency staff has reduced (4 FTEs) but it still remains a significant cost to the College given the 'hard to fill' vacancies in College. An element of agency staff is certain to be required in the 2019/20 year
- Further initiatives have been put in place to stimulate recruitment interest in the areas of shortage, details of which were provided to the Board
- **Sickness absence** has risen averaging 6.92 days in the 12 months to May 2019 (last year 7.39 days) against AoC benchmark in the Eastern Region of 5.2 days
- The College target for average day's sickness absence per person per year is 5.8 days
- The criteria for long term sickness is 20 days
- Four members of staff are on long term absence (more than 20 consecutive days)
- **Employment relations** are good with the unions and staff generally. The College Executive Group met with the new local regional representative of UCU recently to begin building a relationship. There has been one claim made to the Employment Tribunal and a Preliminary Hearing is due in July. The College

does not believe there is a case to answer as the claim is out of time.

- The Taking Teaching Further bid was successful in the amount of c£50K to encourage professionals from industry into teaching.
- Joint ventures with FEDEC, CITB and SELEP are being pursued as part of a pilot to source candidates from teaching from the Construction sector
- No enquiries concerning Gender Pay Gap Report published on 30 March 2019
- Recognition awards have been made to staff

Sarah Noble raised the issue of disquiet amongst staff regarding Lesson Observations. Debs Hurst responded that the issue is about feedback and not the process itself. However, the Deputy Principal recognised that, under the new Inspection Framework, it was time for a review of the process and use of the outcomes. Meanwhile, there is no effect on governors undertaking Learning Walks.

In response to Jenny Beaumont, Debs Hurst indicated she was not aware of any students potentially affected by Brexit regarding their status in the UK but she undertook to check this.

ACTION: DEBS HURST

Governors were provided with information regarding College initiatives in connection with **Wellbeing and Mental Health** and the following points were noted:

- 11.5% increase in absence last year due to mental health issues, including stress, although not all work related
- The College has signed up to the AoC Mental Health and Wellbeing Charter, which was launched to all staff this week
- SMT lead for this area is Debs Hurst
- All managers to undertake training on mental health awareness
- Through Marketing, promote the charter to staff and external stakeholders immediately
- Volunteers to become mental health First Aiders
- Establishment of Staff Wellbeing working Group
- Establish a staff wellbeing site on the intranet

The Report was **RECEIVED**.

1341.2 PAY INCREASE

The Vice Principal, Finance & Corporate Resources presented a paper recommending a pay increase for staff for the financial year 2019/20.

The following points were noted, in considering this paper:

- Last pay award was implemented in January 2018 (1% p.a or £250 p.a whichever was higher)
- The 2019/20 Budget incorporates an allowance for the increase proposed
- Proposed to award 1% increase effective from 1 September 2019
- Cost per annum for the award is £100K and the full year cost of increments will be £75K, so the total charge on the Budget for next year is £175K
- Cost for next year covered by increase in ESFA 16-18 allocation
- Paper does not cover Senior Postholders, whose salaries are set by the Remuneration Committee, nor does it cover Apprentices whose salaries are set by Government.

The Board **APPROVED** a general increase to all pay rates (with the exception of Senior Postholders) effective 1 September 2019 of 1% of basic salary FTE pro-rata. The award excludes apprentices whose pay is set by Government.

1342. FINANCE REPORT

1342.1 Management Accounts for the ten months to 31 May 2019

The Vice Principal, Finance & Corporate Services presented the Management Accounts for the ten months ended 31 May 2019 for discussion and comment by the Board.

For the period, the College is showing an operating surplus of £209K against a budgeted forecast of a surplus to that date of £269K, an unfavourable variance of £60K.

Total income amounted to £13.592 million and total expenditure amounted to £13.383 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, either costs or any increase/decrease in the actuarial valuation.

Furthermore, the operating surplus does not include the book profit on the disposal of Beacon House (£365K) or the credit release from the revaluation reserve (£109K). The total Comprehensive Income to 31 May 2019 is therefore £682K.

These Management Accounts had been reviewed by the Budget Working Party, which met on 25 June 2019 (see minute **1349**). The Accounts

included an analysis of trade debtors which totalled £626,718, of which £599,546 related to the LLDD contract. This was paid on 5 June 2019.

At 31 May 2019, group net assets stood at £16.134 million, including cash of £810,000 and revalued fixed assets of £29.689 million.

The College's Financial Health for 2018/19 to date, based on the SFA's new methodology, is Requires Improvement (formerly Satisfactory) and will remain so at 31 July 2019 and for 2019/20.

The current ratio stands at 0.42. Pay expenditure as a percentage of income is 62% against target of 63.83%.

Borrowing as a percentage of income is 24.92%, which is within ESFA tolerances.

All bank covenants are being met.

1342.2 Financial Forecast to 31 July 2019

A revised forecast has been prepared and the anticipated operating deficit of £69K against a forecasted outturn in December of £57K surplus.

The anticipated cash balance at year end is £850K which constitutes the 'pot' for capital expenditure.

The forecast includes no adjustments for pension accounting or the 'below the line' items noted in minute **1342.1** above.

Every effort is being made to maximise income streams before 31 July 2019, especially the AEB Budget and Apprenticeship income.

The Board **APPROVED** the Management Accounts and Report to 31 May 2019 and **NOTED** the estimated Financial Outturn for the year ended 31 July 2019.

1342.3 Capital Expenditure and Estates Programme 2019/20

The Vice Principal, Finance & Corporate Services **PRESENTED** a Report on the programme of Capital Works proposed for 2019/20, noting that the Programme has been reviewed in detail by the Budget Working Party Committee on 25 June 2019 (see minute **1349**) and is recommended for approval by the Board.

The specific elements of the planned Capex for next year are included in the Working Party Committee Minutes and are not repeated here.

It was noted that the proposed expenditure of £826K, after the repayment of loan capital and lease capital repayments, is being funded from cash generation in the past two years. Details of the works are shown in the Principal's Report.

Further detail of governor challenge is to be found in the Working Party Report of 25 June 2019.

Christian Norman commented that the College needs to be careful of any hidden costs relating to the future leasing of PCs and this was noted.

The Board **APPROVED** the Capital Budget for 2019/20.

1342.4 Financing Arrangements

As documented in the minutes of the Budget Working Party (minute **1349**) which met on 25 June 2019 and of the Board Meeting on 29 March 2019, there is a requirement to refinance the balance on the Revolving Credit Facility following the sale of Beacon House with Lloyds Bank.

The details of the refinancing are documented in the Minutes of the Budget Working Party and it must be done by 31 July 2019. The Board agreed to increase the facility to £1.5million to improve working capital and finalise the Princes Road redevelopment.

In this regard, an offer from Barclays Bank was discussed and approved. The details are included in the budget Working Party minutes.

To facilitate the arrangements, the College received a letter from Lloyds Bank extending the current facilities with them till 31 July 2019 and reducing the RCF limit to £1,213,000, which is replaced by the £1,500,000 loan from Barclays from 1 August 2019.

The Board was informed that the remaining loan with Lloyds amounts to £2.7 million and they require security over Moulsham Street with new documentation for their covenants.

The Board **APPROVED** the refinancing of the Revolving Credit Facility with a loan from Barclays Bank of £1,500,000 on the following terms:

- a. The loan facility of £1,500,000 for the purpose of repaying the Revolving Credit Facility outstanding with Lloyds Bank is agreed as documented in the Finance Report discussed in this Meeting
- b. A Global Bank account with Barclays Bank be set up to enable payment of interest and capital on the £1,500,000 loan agreed with the Bank

- c. Andrew Sparks and Deborah Hurst are hereby authorised to set up the Global Bank Authority on behalf of Chelmsford College
- d. Andrew Sparks and Deborah Hurst are the authorised signatories on the bank account and both have to give written instructions to the Bank

The detailed resolution is noted below:

Extract of a meeting of the Board of Governors of Chelmsford College (the Borrower) held:

on 4th July 2019

There was produced to the meeting:

- (1) a document containing the key terms of a facility as well as terms and conditions (together the Facility Agreement) from Barclays Bank PLC (the Bank) to the Borrower setting out the terms and conditions upon which the Bank is prepared to make available to the Borrower a term loan facility (the Facility) in the maximum principal sum of £1,500,000.00; and
- (2) a first legal mortgage in respect of the property known as Princes Road campus, Princes Road, Chelmsford, CM2 9DE EX502024 to be granted by the Borrower in favour of the Bank (the Legal Mortgage); and
- (3) a intercreditor deed to be entered into between (1) the Bank, (2) the Borrower and (3) Department for Education (the intercreditor Deed)

CONSIDERATION OF DOCUMENTATION

1. The Board of Governors considered the Facility Agreement, Legal Mortgage and Intercreditor Deed
2. With regard to the Legal Mortgage, the Board of Governors noted in particular that:
 - (a) the Legal Mortgage secures the payment of all monies and liabilities at any time due, owing or incurred by the Borrower to Bank from time to time; and
 - (b) the Legal Mortgage contains a statement that the security created pursuant to the Legal Mortgage does not fall within section 124(9) of the Charities Act 2011 as the secured property is held *by*, or on *trust* for, the Borrower, which is an

exempt charity.

3. The Board of Governors considered in detail the form of the Legal Mortgage and the risk to the Borrower in entering into the Legal Mortgage, namely that if the Borrower were not able to repay the secured facilities when due, this could result in the enforcement of the Legal Mortgage against the Borrower. Whilst these consequences were serious, the Board of Governors considered that the Borrower would be able to meet its obligations when due.
4. The Board of Governors considered whether it was in the best interests of the Borrower to provide the security constituted by the Legal Mortgage to the Bank and to execute and deliver the Legal Mortgage.

IT WAS RESOLVED

1. That the borrowing by the Borrower of up to the full amount of the Facility on the terms and conditions set out in the Facility Agreement is in the interests of and for the benefit of the Borrower and is most likely to promote the success of the Borrower for the benefit of the members as a whole and that such terms and conditions be and are approved and accepted.
2. That, bearing in mind the Board of Governors' duty to promote the success of the Borrower, the Borrower should enter into the Legal Mortgage, grant the security in favour of the Bank constituted by the Legal Mortgage and perform its obligations and exercise its rights in relation to the Legal Mortgage as to do so would benefit the Borrower.
3. That, bearing in mind the Board of Governors' duty to promote the success of the Borrower, the Borrower should enter into the Intercreditor Deed and perform its obligations and exercise its rights in relation to the Intercreditor Deed as to do so would benefit the Borrower.
4. That the Borrower has considered whether it needs to obtain professional independent advice (legal, financial or otherwise), prior to resolving to enter into the Facility Agreement, the Legal Mortgage and the Intercreditor Deed and (whether on the basis of such advice or otherwise) it has made its own independent decision to enter into the Facility Agreement, the Legal Mortgage and the Intercreditor Deed and understands the terms, conditions and risks involved.

5. That *Andrew Sparks and Deborah Hurst* are authorised to negotiate and finalise the Facility Agreement, the Legal Mortgage and the Intercreditor Deed on behalf of the Borrower and to agree amended terms and conditions of the Facility Agreement.
6. That *Andrew Sparks and Deborah Hurst* are authorised to sign the Facility Agreement on behalf of the Borrower to indicate acceptance of the terms and conditions.
7. That *Andrew Sparks and Deborah Hurst* are authorised to sign the Legal Mortgage on behalf of the Borrower to indicate acceptance of the terms and conditions and to witness the affixing of the Borrower's seal to the Legal Mortgage.
8. That *Andrew Sparks and Deborah Hurst* are authorised to sign the Intercreditor Deed on behalf of the Borrower to indicate acceptance of the terms and conditions and to witness the affixing of the Borrower's seal to the BEIS Intercreditor Deed.
9. That the Bank is authorised to act in all matters concerning the Facility upon instruction from the Borrower signed in accordance with the Bank's mandate for any of the accounts of the Borrower held with the Bank current from time to time.

1342.5 Risk Management Policy

It was confirmed to governors that the Policy tidies up and reinforces current practice. The main amendments relate to a requirement for the Board to review their tolerance of risk annually and to agree the College's ongoing risk appetite.

The Governors asked for paragraph five under GENERAL on page 1 to be reworded to clarify the assessment of high risks.

The Audit Committee will review this rewording at their Meeting on 10 September and recommend it for approval by the Board on 27 September.

ACTION: CLERK

1342.6 Internal Audit Plan 2019/20

The Board **APPROVED** the Plan for the 2019/20 year, on the recommendation of the Audit Committee. Fuller details are provided in

the minutes of the Audit Committee Meeting of 25 June 2019 (see minute **1349**).

It was noted that planned audits have not yet been agreed for Essex Shared Services Limited for 2019/20 and these will be relevant to the College as they provide assurance.

If any amendments are thought necessary, they will be brought back to the Board in September after review by the Audit Committee earlier that month.

The number of audit days is 15 and the cost is anticipated to be in the order of £20,000.

1343. FINANCIAL PLAN 2018-2021

The Vice Principal, Finance & Corporate Services presented the Three Year Financial Plan for the College, in the form required by the ESFA and which has to be approved by the Board and submitted to the ESFA by 31 July 2019.

The Plan incorporates the expected outturn for 2018/19, the budget for 2019/20 and the forecast for 2020/21.

The Board noted the expected outturn for 2018/19 (see minute **1342.1** above).

The Board then considered the Budget for 2019/20 and noted the scrutiny already provided to the draft Budget by the Budget Working Party (which most governors attended) on 25 June 2019, as recorded in the Notes of that Meeting (see minute **1349**). This included a detailed Commentary of the elements of the Budget.

The Board reviewed the high level Budget following the Working Party Meeting which shows a projected surplus of at least £216K. The College is targeting a surplus of £300K and consequently further cost savings are required. As yet, these have not been fully identified.

The College is committed to raising financial Health to Good and a surplus of this level would achieve 180 points, therefore Good.

A detailed exercise is currently underway with Departments in the College, both curriculum and non-curriculum area, to find further savings. The College does have a burden of central costs due to running two Campuses.

The Board examined the Cash flow forecast prepared through to 31 July 2020, noting how critical it will be to manage the tight position in February and March 2020 which are the lowest funding months.

Financial Health is proposed to be Required Improvement in all three years of the Plan, but, as stated above, the objective is to increase Financial Health to Good. This could be possible for 2019/20.

The Financial Plan includes a forecast for 2020/21 showing an operating surplus of £230K. There is a lack of definitive information relating to 2020/21 as regards funding levels and any other elements from the anticipated Comprehensive Spending Review. In essence, this forecast mirrors the budget for 2019/20.

The Board **APPROVED** the Financial Plan for 2018-21 including the Budget for 2019/20, noting that it is required to be submitted to the ESFA by 31 July 2019 and it is subject to final forensic review. The final pack will be emailed to governors in the third week of 31 July 2019 before it is submitted to the ESFA.

The Board **AGREED** a suite of Finance KPIs for the future on the advice of the Working Party and they are as follows:

- Overall Financial Health and points score
- EBITDA
- Borrowings as a % of college reserves
- Adjusted current ratio
- Dependency on ESFA income
- Pay expenditure as a % of income
- Cash days in hand
- Nursery performance
- Contribution to overhead from academic departments (50%+ as the target)
- Financial effectiveness of overhead departments

1344. SUB-CONTRACTING ARRANGEMENTS 2019/20

The Board **RECEIVED** a briefing from the Principal on the College's Subcontracting Plans for 2018-19.

It is proposed that the level of this work will be similar to 2018-19 amounting to around £150K with the exact level of provision still to be determined. The learners are likely to be unemployed people coming from JobCentrePlus. Final amounts will not be determined until recruitment is finalised for 2019-20. Before any contract is entered into, the Board will be notified to allow pre-contract scrutiny to take place.

The College will subcontract in the same way as before in line with its Subcontracting Fees & Charging Policy, which is presented for review. This Policy is a contractual requirement of the ESFA before any subcontracting work can be agreed. The Internal Auditors review subcontracting controls every year in accordance with ESFA funding requirements.

It was noted that the sub-contracting will be tried to be done earlier in the academic year to secure the Adult Education Budget.

The Principal commented that the College has been impressed with the current sub-contractor in respect of the provision offered by Qube and its quality.

Jenny Beaumont sought clarification of the administration of AGE grant, if relevant.

The Board **APPROVED** the Subcontracting Fees & Charging Policy for 2019-20.

1345. FEES POLICY 2019/20

The Board **REVIEWED** the Draft Fees Policy for 2019-20, which is required each year.

The Principal introduced this item and commented that the Policy is fully compliant with HE and FE funding guidance and it also sets out ways in which the College can assist students where fees might prevent them from accessing provision.

Governors noted that the Policy makes clear that it does not apply to Dovedale Nursery.

Governors asked that the full time fee for 19+ co-funded learners be reviewed for next year (no increase this year from last year) at the Budget Working Party meeting in June.

The Board **APPROVED** the Fees Policy for 2019-20.

1346. CURRICULUM PLAN 2019/20

The Deputy Principal **PRESENTED** the draft Plan for consideration and approval by the Board.

The Plan refers to the College Strategic Priorities and outlines in detail the areas of change for 2019-20 and aspirations for the medium term beyond

next year. The needs of the local economy are stressed in the Plan. It is primarily an internal document but is shared where relevant with stakeholders.

The Deputy Principal emphasised the following points:

- The Plan was discussed in detail at the Quality & Learners Committee Meeting on 14 May 2019 and is documented in the minutes of that Meeting
- Personal Development and Employment Skills under Princes Trust programme
- Reformed functional skills
- Professional Diploma in Creative Enterprise (Media) at Level 4
- New apprenticeship standards
- Industrial Placements have to be increased
- Devising programmes for previously Home educated students
- Princes Trust programme being investigated – support sought from two other Colleges with experience in this area
- Move into Level 4 work
- Plan is monitored through Curriculum & Innovation Meetings
- Review full time fee for 19+ con-funded learners

The Board **APPROVED** the Curriculum Plan 2019-20.

1347. 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 of the seven College priorities.

Priorities 3 (improvement of attendance at English and maths lessons), 5 (increase the proportion of learners who make good progress), 6 (improve learner achievement of both functional skills and higher grades in GCSE English and maths) and 7 (ensuring that work based tutors and teachers effectively review the progress of apprentices and give challenge and inspiration to these students) remain a focus for the College and, whilst progress is sound, there is still a risk that progress will not have sufficient impact on outcomes for learners. Therefore, these four priorities are AMBER risks to the College.

Governors were very pleased with progress in gaining industrial placements for learners (110 on placement against a target of 93). The

Deputy Principal said College worked very hard through Marco Iciek and Sarah Hamilton with individual employers to reach this level of engagement and it was better than most other Colleges. In addition, financing was made available to put two staff members in post ready for the learners.

A final update on the 2018/19 CIP will be provided to the Board at the September Meeting.

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

1348. GOVERNANCE MATTERS

Board & Committee Membership

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

1. The 2018/19 Governance Self-Assessment Questionnaire was circulated to all Governors by the Clerk and responses requested by the end of July. A Report will be prepared by the Clerk for the September Board Meeting.
2. Following the appointment of Jaya Patten and Thomas Pipe (FE Student Governor), they will respectively join the Audit Committee and the Quality & Learners Committee.
3. The Board **APPROVE** the appointment of Jenny Beaumont to the Search, Governance & Remuneration Committee with immediate effect.
4. The Board **CONFIRMED** the appointment of Elaine Oddie as Chair of the Board for the next academic year but has indicated that she wishes to step down from that position on 31 July 2020.
5. There are no other changes proposed to the Membership of Committees at this stage. The Clerk provided the Board with a list of Board & Committee Memberships applicable from 1 August 2019, which will be updated to include Jaya and Thomas.

ACTION: CLERK

Reports on Governor Visits

Governor Visits are noted regularly in the Minutes of the Quality & Learners Committee and of the Board. The Assistant Clerk is maintaining a list of training sessions and events attended by Governors and the Clerk.

The Board noted excellent attendance by a number of governors at the Student Celebration events during the week commencing 17 June and that Doug Zeeman had attended on every day.

In addition, most governors had attended the displays on Supported Experiments before this Meeting today.

Meeting Planner and Schedules of Business 2019/20

The Board **APPROVED** the Meeting Planner for the 2019/20 academic year and the Schedule of Business for the Board, the Quality & Learners Committee and the Audit Committee for 2019/20.

Governance Documents

The Clerk **ADVISED** the Board that the College Governance Documents and Protocols had been reviewed and approved in July 2017 and no immediate changes are considered necessary.

The Clerk was asked to review the protocols during 2019/20 and report back to the July 2020 Meeting of the Board. Stuart Hodges volunteered to assist the Clerk as he had done previously.

The Clerk was asked to revise the Governance SAQ framework for 2019/20 to reflect the revised Common Inspection Framework and the Deputy Principal will assist in this process as she had done previously.

ACTION: CLERK

Governor Recruitment

The Clerk gave a verbal update on Governor Recruitment. There are currently two vacancies on the Board for independent members.

A possible candidate is being pursued at present and hopefully this will be successful. If so, appointment will be planned for the September Board Meeting.

ACTION: CLERK

1349. MINUTES OF COMMITTEE MEETINGS

The Board **RECEIVED** copies of the unapproved Minutes of the following Committee Meetings which have taken place since the last Meeting of the Board:

- Search, Governance & Remuneration Committee 14 May 2019
- Quality & Learners Committee 14 May 2019

- Audit Committee

25 June 2019

The Notes of the Search, Governance & Remuneration Committee meeting are confidential (minute 1349.1 attached to these minutes).

The Chair of the Audit Committee reported that a productive and positive Meeting had been held with the internal and external auditors during the Audit Committee Meeting without Management being present. The Clerk had reported back on this dialogue to Senior Management. There were no issues arising which required any remedial action.

The Audit Committee had recommended during the Meeting that the College's Audit risk appetite should be explored at the next Governors' Development Day in October. The Clerk reported that he had attended a course recently on Board Risk Assessment.

The Board also **RECEIVED** copies of Notes of other Meetings held since the last Board Meeting

- Budget Working Party 25 June 2019
- Meeting with Writtle Board 4 April 2019

The Notes of the Writtle meeting are confidential (minute 1351 attached to these minutes) and have yet to be agreed with the Writtle Vice-Chancellor and the Writtle Board.

1350. KEY PERFORMANCE INDICATORS

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

The following points were noted, in addition to comments already made in the Principal's Report:

- The Finance KPIs were reviewed as part of the Finance Report
- Apprenticeships income will match last year and may be slightly in excess thereof, but new enrolment numbers are lower balanced off by strong carry-in value
- Adult skills budget will hit the forecast even though currently well short
- Refectory shortfall will improve for the end of the year
- HE numbers have reduced on last year (small cohort) due to ex-employee moving to neighbouring College directly affecting enrolments

The Report was **NOTED**.

1351. WRITTLE COLLABORATION UPDATE

This item was deemed to be a Confidential Item under the Instrument & Articles and a separate minute has been prepared and is attached to these Minutes.

1352. ANY OTHER BUSINESS

There were no items of AOB.

1353. DATE OF NEXT MEETINGS

Friday 27 September 2019 at 2.00 pm.
Friday 6 December 2019 at 2.00 pm.
Friday 27 March 2020 at 2.00 pm.
Thursday 2 July 2-020 at 2.00 pm.

There being no further business, the Meeting terminated at 5.20 pm.

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