

**CHELMSFORD COLLEGE
BOARD OF THE CORPORATION
06 July 2018**

Minutes of a Meeting of the Board of the Corporation held at the Committee Room, Moulsham Street Campus, Chelmsford on Friday 6 July 2018 at 2.00 pm.

PRESENT: Elaine Oddie (Chair)
Andy Sparks (Principal)
Stuart Hodges
Susan Hughes
Sarah Noble (Vice Chair)
Christian Norman (from Minute **1253**)
Amanda Montague
Seena Shah
Barbara Vohmann
Doug Zeeman

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

1252. APPOINTMENT OF NEW GOVERNOR

The Board considered a recommendation from a panel of Search Committee Governors and **APPROVED** the appointment of Christian Norman as an independent governor of the Board with immediate effect. Christian will join the Quality & Learners Committee.

Christian then joined the Meeting.

1253. APOLOGIES FOR ABSENCE AND WELCOME TO NEW GOVERNOR AND OBSERVER

Apologies for Absence were received from Steve Houghton, who is currently on leave of absence from the Board, Janet Maynard and Jack Pendleton (Student Governor).

The Chair welcomed Christian Norman as a new Member of the Board and also welcomed Jenny Beaumont, a prospective governor, as an Observer.

1254. 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 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.

No confidential items were notified save that minute **1259.1** was deemed to be Confidential.

A Part 2 Meeting immediately followed this Meeting to discuss pay and conditions of Senior Postholders at which only independent governors were in attendance.

1255. URGENT BUSINESS

There were no items of Urgent Business.

1256. MINUTES OF THE MEETING HELD ON 23 MARCH 2018

The Minutes of the Meeting held on 23 March 2018 were **APPROVED** and **SIGNED** by the Chair.

1257. MATTERS ARISING

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

On the recommendation of the Audit Committee (see minute **1268**), the Board **APPROVED** the appointment of Scrutton Bland as internal auditors to the College for a three year term with effect from 1 August 2018.

The Board were informed that South Essex College has been successful in their bid to set up an Institute of Technology. The College is proposed to be a delivery partner in this venture.

The VP, Finance & Corporate Resources informed the Board that, on their instructions, the letter requested by Essex LGPS was not signed and sent. However, it is the case that the fund is 95% funded and no further increases in contributions are expected in the near future.

1258. PRINCIPAL'S REPORT

The Principal presented a written Report for the information of governors, along with a slide presentation highlighting current key issues.

He stated that 2017/18 has been a good year for the College. We have been successful in meeting KPIs set at the start of the year in virtually all instances.

The highlight of the year was the successful Ofsted inspection which took place in December 2017, when the College achieved a Good rating. Generally speaking, the College has managed to maintain the levels achieved at the time of the Ofsted inspection, as sometimes Colleges experienced a post-Ofsted dip. Staff morale remains good and positive in College life.

Last week, there was a short notice inspection by Ofsted of after school provision at Dovedale Nursery and the Principal was pleased to report that the provision was graded as Good.

Caroline Williams has completed training and has now been appointed as an Ofsted Inspector.

The Principal has been appointed to the Complaints Scrutiny Panel for Ofsted.

The Board noted that a new Ofsted handbook is awaited.

The final printed version of the Strategic Plan 2018-21 was distributed to governors.

External landscape

Local

- Epping Forest College are to merge with New City College Group in London
- PROCAT are to merge with South Essex College – this will have some implications on Essex Shared Services (savings are possible) and will be considered at the ESS Board Meeting next Wednesday
- IoT bid by South Essex College successful (Chelmsford College is an identified delivery partner)
- Palmers and SEEVIC have rebranded to USP College (Unified Seevic Palmer's College Corporation)
- Writtle has completed staff restructuring/redundancy involving about 40 staff in order to save £2million and we will now attempt to resume collaboration work with them

National

- No big policy topics at present
- Creation of Supply Teacher Agency
- Core FE Funding being worked on by AoC for submission to Government but no change likely before next spending review
- Maths Centre of Excellence – DfE accepting applications from Colleges to be centres of excellence (attracting additional funding). Depending on the criteria, we may apply
- Office for Students (successor to HEFCE) – not necessary for us to register as our HE provision is through partnership arrangements with SEC

Learner Numbers, Funding & Finance

The Board were informed that a small deficit of £74K is currently projected for this year (see minute **1187.2**) but this may improve.

It has been very challenging to counter the impact of £769K reduction in core 16-19 funding, despite the business case we submitted producing additional funding of £176K in year.

The impact of agency costs remains significant and it is hard to see this ameliorating in 2018/19 due to difficult in recruiting in 'hard to fill' area.

The College will maintain Satisfactory Financial Health providing the projected outturn position is achieved.

The College is targeting a £200K surplus for 2018/19 but this is very challenging and will require further cost savings (or additional income from a business case again being made to the ESFA) of £450K to be achieved.

The full effect of the strong recruitment over the last two years will not be realised until the 2019/20 allocation under the lagged funding model and should amount to £400K at that time.

In addition, the College will receive £233K under the Capacity and Delivery Fund in order to help the College prepare for the increased work placement demands of the new T Level curriculum.

Admissions for 2018/19 are positive with numbers at a similar level compared to the same point in time last year.

Apprenticeships have been a challenge through 2017/18 but it seems that financial performance for the year will meet the forecast in the

management accounts. Recruitment of 16-18 apprentices has been successful in both the Levy and Non-Levy streams and better than for 19+.

Student performance looks positive and recent improvement broadly maintained at or above National Rates.

It was noted that there had been a KPI review on predictive data for 2017-18 and 16-19 Study Programmes are showing 86% - 2pp below KPI but above NR by 4pp. The main concern is Level 3 but it is still above NR although below the KPI.

Apprenticeships are below KPI by 6pp but still at NR.

The key priorities for next year are to maintain quality, maximise efficiencies (controlling costs), develop strategic partnerships and shared services, sell Beacon House, complete the move to PR with H&B and proceed with the development of Princes Road (Phase 2).

The SPOC survey is underway and a final summary will be circulated to governors in due course.

The Principal reported that accepted offers are up 150 on last year for 16-19 students so there are no concerns regarding enrolments for next year and meeting the target for 16-19 enrolments. However, within this positive trend, there were some concerns over the level of recruitment in Catering and Hospitality and the College will need to look at financial efficiency in Sport/Football Academy.

Next year, English and maths will remain a challenge along with the financial performance of the College as only a small surplus has been budgeted.

Princes Road Redevelopment

The Budget Working Party received an update of progress with the redevelopment, given by Steve Smith from SEC, who is assisting the College in this work. This is documented in the Notes of the Working Party Meeting (see minute **1268**).

The work on Princes Road is the dominant factor in the College Capital Expenditure Budget for 2018/19 which Governors are asked to approve at this Meeting (see minute **1260.3**).

Risk Dartboard

The current iteration of the College Risk Dashboard, 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 26 June 2018 and is documented in the Minutes of that Meeting (see minute **1268**).

The Princes Road Redevelopment has been moved to AMBER from RED as drainage and related issues have been resolved.

Cash flow is key for next year with the Princes Road capex budget needing to be met and this risk will reflect this in the next iteration of the Dashboard.

Other

One of our students progressed to the Peter Jones Enterprise final which was high profile work for the College. There was good coverage in the Essex Chronicle for our Student Celebration Events. Finally, the Supported Experiments Fair at the end of the Professional Development week where all curriculum areas had to present their ideas and outcomes was highly successful with lots of energy and enthusiasm.

The Report was **RECEIVED**.

1259. 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 15.8% (18.6% at time of last report) against a target for the year of 18%. The overall trend remains pleasingly downwards and compares well with the AoC benchmark in the Eastern Region of 18.9%
- Staff recruitment remains high during this term with successful recruitment of 25 staff since March
- Use of agency staff has reduced but it still remains a significant cost to the College given the 'hard to fill' vacancies in College (e.g Construction & Engineering and ICT)
- Further initiatives have been put in place to stimulate recruitment interest in the areas of shortage
- **Sickness absence** has risen averaging 7.39 days in the rolling twelve month period to end of May against AoC benchmark of 5.1 days and 6.79 days at the time of the last Report. The winter flu virus has played its part in the increase. Long term staff absence has reduced

- **Employment relations** are good with the unions and there have been no claims made to the Employment Tribunal
- Some incremental rises have been awarded to staff as outlined in the paper
- Recognition awards (five individual and one team) have been presented this week
- No enquiries about our Gender Pay Report

In response to a governor question, it was confirmed that Equality & Diversity issues are reflected where necessary throughout our HR policies as is GDPR.

A governor observed that with the increase in enrolments in construction, there is likely to be more construction staff required to deliver the provision. Management acknowledged this point and said that there will still be a need for agency staff at a high cost in this respect, at least in the short term. There is considerable competition in the marketplace for such staff with other Colleges and in the construction industry itself. It is therefore difficult to compete on salary grounds.

The VP, Finance & Corporate Resources will prepare an analysis between short term and long term risk in the future to improve the information for governors.

ACTION: VP, F&CR

1259.1 Living Wage

This was deemed to be a Confidential Item and a separate minute has been prepared and is attached to these minutes.

1260. FINANCE REPORT

1260.1 Management Accounts for the ten months to 31 May 2018

The Vice Principal, Finance & Corporate Services presented the Management Accounts for the ten months ended 31 May 2018 for discussion and comment by the Board.

For the period, the College is showing an operating surplus of £32K against a budgeted deficit to that date of £82K, a favourable variance of £114K.

Total income amounted to £13.118 million and total expenditure amounted to £13.086 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.

These Management Accounts had been fully reviewed by the Budget Working Party, which met on 26 June 2018 (see minute **1268**). The Accounts included an analysis of trade debtors.

At 31 May 2018, group net assets stood at £14.328 million, including cash of £1.216 million and revalued fixed assets of £32.220 million.

The College's Financial Health for 2017/18 to date, based on the SFA's new methodology, is Satisfactory and will remain so for 2018/19.

The current ratio stands at 0.58 slightly better than expectation. Pay expenditure as a percentage of income is 65.65% against target of 63.83%.

Borrowing as a percentage of income is 44.31%, which is within ESFA tolerances.

All bank covenants are being met.

1260.2 Financial Forecast to 31 July 2018

A revised forecast has been prepared and the anticipated deficit is £74K against an original budget of break even, but this may improve when the final position is reached.

The anticipated cash balance at year end is £900K which constitutes the 'pot' for capital expenditure.

The forecast includes no adjustments for pension accounting.

The Board **RECEIVED** the Management Accounts and Report to 31 May 2018 and **NOTED** the estimated Financial Outturn for the year ended 31 July 2018.

1260.3 Capital Expenditure and Estates Programme 2018/19

The Vice Principal, Finance & Corporate Services **PRESENTED** a Report on the programme of Capital Works proposed for 2018/19, noting that the Programme has been reviewed in detail by the Budget Working Party Committee on 26 June 2018 (see minute **1268**) 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 £926K, after the repayment of loan capital and lease capital repayments, is being funded from cash savings in the past two years, but this level of spending will not allow cash savings this year, given the reduction in income.

Further detail of governor challenge is to be found in the Working Party Report of 26 June 2018.

The Board **APPROVED** the Capital Budget for 2018/19.

Specifically, the Board **AGREED** that Phases 1 and 2 of the Princes Road Development included in the overall Capital Budget can proceed.

1260.4 Risk Management Policy

It was confirmed to governors that the Policy tidies up and reinforces current practice. Although not yet completed, the Equality Impact Assessment was confirmed to not be an issue in respect of this Policy.

On the recommendation of the Audit Committee, the Board **APPROVED** the Risk Management Policy for the College, which had been reviewed by Management.

1261. FINANCIAL PLAN 2017-2020

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 2018.

The Plan incorporates the expected outturn for 2017/18, the budget for 2018/19 and the forecast for 2019/20.

The Board noted the expected outturn for 2017/18 (see minute above).

The Board then considered the Budget for 2018/19 and noted the scrutiny already provided to the draft Budget by the Budget Working Party (which most governors attended) on 26 June 2018, as recorded in the Notes of that Meeting (see minute **1268**). 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 deficit of £250K. The College is targeting

a surplus of £200K and consequently further cost savings of £450K are required. As yet, these have not been fully identified.

Further savings are necessary because costs continue to rise but the level of funding per student is unchanged. There is no prospect of an increase in the funding rate before the next Government Spending Review.

The main component of cost rises is in payroll due to higher NI contributions, increased LGPS costs and increments. This amounts to around £800K compared to the year just ending.

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 anticipated 'below the line' surplus on selling Beacon House is £450K giving a total comprehensive income target of £650K.

The Principal also stated that if we over recruit for 2018/19 (i.e. more learners than 2017/18) the College could revert to ESFA in February with a revised business case for more money to be paid in 2018/19 in respect of these learners. However, success of a business case again like last year must be regarded as very optimistic.

The Board examined the Cash flow forecast prepared through to 31 July 2019, noting how critical it will be to manage the tight position in February and March 2019 which are the lowest funding months.

Financial Health is proposed to be Satisfactory in all three years of the Plan.

The Financial Plan includes a forecast for 2019/20 showing an operating surplus of £350K.

The Board **APPROVED** the Financial Plan for 2017-20 including the Budget for 2018/19, noting that it is required to be submitted to the ESFA by 31 July 2018.

1262. SUB-CONTRACTING ARRANGEMENTS 2018/19

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 2017-18 amounting to around £300K with Aspire with whom we have worked with in the past few years. The learners are unemployed people coming from

JobCentrePlus. Final amounts will not be determined until recruitment is finalised for 2018-19. 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 is the aim to deliver this AEB in house in future but it is not possible at the present time.

A governor asked if there is an opportunity to expand the offer following change in funding rules to help those at the lower end of the income scales. The Principal said this is a possible future development and will be kept under review. It will depend on capacity to deliver.

The Board **APPROVED** the Subcontracting Fees & Charging Policy for 2018-19.

1263. PRESENTATION: WRITTLE COLLABORATION

Andrew Thomson from ACER was introduced to the Board by the Chair and invited to present his Phase 2 Report on possible areas of collaboration with Writtle University College. This Report built upon the Report delivered by Andrew Thomson at the last Meeting of the Board.

(N.B Andrew Thomson delayed due to traffic problems and arrived at 4.30 pm)

Its focus was on identifying particular areas where collaboration could be developed in the short to medium term.

There appears to be potential opportunities for collaboration with Writtle in IT, Human Resources, Premises and MIS services. The Report concluded that hard collaboration was possible in IT and MIS, hard collaboration, but soft in the other two areas.

A Digital strategy for both campuses (Writtle and CC) made sense.

He is delivering the same presentation to Writtle Board next week

He went through the opportunities in each of the four areas mentioned above and summarised the possible outcomes and positives of pursuing collaboration with Writtle.

Opportunities were based on a medium term timescale, with clear direction and shared vision from governors and senior managers and there were demonstrable impacts for the public benefit. He said that collaborating is a means not an end in itself.

Operational ideas have been discussed at both Colleges but not the strategy overall. Individual staff contributed to the Report but the Report has not been shared with staff generally yet.

Andrew also felt that some conversations should be held with ARU to see if they could be part of any collaboration.

At this point, Andrew Thomson left the Meeting and was thanked for his presentation.

The Board **AGREED** that Tim Middleton (WUC Vice-Chancellor) and the Principal should meet and talk through the real possibilities in the near future to see what priorities can be pursued.

Governors felt Writtle could be involved with Essex Shared Services and this is to be picked up in further discussions.

The Chair stated that no decision is required from the Board at this stage but the Principal will report to the Board as to progress at the September Board Meeting.

ACTION:PRINCIPAL

A governor queried whether the Report represented value for money for the College. After discussion, it was clarified that the Report was an outcome from the Area Review process and the cost of £50,000 for the Report was funded only as to 12.5% (i.e. £6,250) by the College. WUC contributed the same amount as Chelmsford College and the balance was funded by Government.

1264. FEES POLICY 2018/19

The Board **REVIEWED** the Draft Fees Policy for 2018-19, 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.

The Principal said the College is considering its attitude for charging students for resits. The power is in the Policy but not often applied. He felt a more robust approach is probably necessary.

In addition, governors observed that charges could be made to students who do not meet a 90% minimum course attendance in respect of awarding body fees and this is rarely applied.

Governors suggested considering reducing the discount for students who pay full cost fees to 5% (rather than 10%) for 2019/20.

In answer to a governor question, it was clarified that Bursaries are funded by ESFA for qualifying individuals in full, both 16-18 and 19+ students.

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

The Board **APPROVED** the Fees Policy for 2018-19.

1265. CURRICULUM PLAN 2018/19

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 2018-19 and aspirations for the medium term beyond next year. The needs of the local economy are stressed in the Plan.

The Board sought clarification of the use of the Plan. The Deputy Principal said that it was recommended in the Area Review process with Colleges being urged to produce a top level Plan as an internal and external statement of the College's vision and priorities for students and employers.

The Deputy Principal emphasised the following points:

- The Plan was discussed in detail at the Quality & Learners Committee Meeting on 15 May 2018 and is documented in the minutes of that Meeting
- National Curriculum Framework qualifications are being systematically rolled out across the curriculum
- The Government is providing £230K to the College to support the implementation of T levels to support implementation
- There is confidence about work placements being able to be found – 100 will be required next year
- The College is in liaison with employers to facilitate this and this will be a KPI for next year
- Increase of our curriculum offer to Adult learners in future years
- Preparing teaching staff and students better for examinations

Governors requested that the progress on arranging work placements be kept under review and that it be placed on the agenda of Quality & Learners Committee Meetings.

ACTION: CLERK

In view of falling numbers, the Board requested that a review of hospitality and catering provision be done for future years and this be added to the Plan.

ACTION: DEPUTY PRINCIPAL

Governors requested that Employer Engagement especially in respect of work placements and work experience be placed on the agenda for the Board Development Day in October.

ACTION: CLERK

The Board **APPROVED** the Curriculum Plan 2018-19.

1266. 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 six of the seven College priorities.

Three priorities are graded RED as they remain areas of concern for the College and were identified in the College SAR for 2016-17 and in the Ofsted inspection Report:

Priorities 3 (improvement of attendance at English and maths lessons), 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).

In all other respects, the Plan has made progress as expected. Attention will be given next year to improving retention of female students and, in English & maths, getting timetabling right and even better tracking of student performance.

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

1267. GOVERNANCE MATTERS

Board & Committee Membership

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

1. The 2017/18 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. Jack Pendleton has completed his term as student governor of the College, as he has completed his studies here. A replacement is being sought for 2018/19, who hopefully will be able to join the Board at the September Meeting. The new student governor will join the Quality & Learners Committee, the first Meeting of which in the new academic year is on 6 November 2018.
3. There are no 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 2018.

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.

It was noted that there was good Governor attendance at the Students Celebration Week.

Meeting Planner and Schedules of Business 2018/19

The Board **APPROVED** the Meeting Planner for the 2018/19 academic year and the Schedule of Business for the Board, the Quality & Learners Committee and the Audit Committee for 2018/19.

The Board **AGREED** that the distribution of papers for Board and Committee meetings should move to wholly electronic rather than being paper based. The Clerk and the VP, Finance & Corporate Services will report back to the next meeting of the Board on the necessary logistical arrangements to ensure all Members have effective access.

Governance Documents

The Clerk **ADVISED** the Board that the College Governance Documents and Protocols had been reviewed and approved last July and no immediate changes are considered necessary. However, the Board **AGREED** that it was satisfied with the arrangements which operated throughout 2017/18 regarding finance scrutiny with the disbandment of the Personnel Finance & General Purposes Committee. This was supported by a Report from the Internal Auditors that governance remained sound.

Therefore, The Clerk was instructed to revise the Governance Documents to incorporate the finance duties of the Board into the overall protocols and remove the PFGP Committee from the Governance Documents.

It was noted that other changes may arise from developments with Writtle and the proposed Institute of Technology.

The Clerk was asked to table revised protocols at the December Board at the latest.

ACTION: CLERK

The Clerk gave a verbal update on Governor Recruitment. Jenny Beaumont is attending this Meeting as an Observer and is a potential candidate for the Board. Another individual is being pursued and the Clerk will report back if this develops.

Governors gave their consent to communicate to them using home email addresses and them seeing the addresses of other governors.

ACTION:CLERK

In his capacity Doug Zeeman (GDPR governor) gave a report on GDPR issues and his liaison with staff (Mark Emerson and Stuart Hodges) and the progress to make the College compliant. So far, he said that there has been no data breaches.

The Board **NOTED** that an audit of the College's preparations and compliance will be included in the Internal Audit Plan for 2018/19, to be carried out early in the year.

ACTION: CLERK

1268. 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:

- Quality & Learners Committee 15 May 2018
- Audit Committee 26 June 2018

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

- Budget Working Party 26 June 2018
- Meeting with Writtle Board 26 April 2018

The Notes of the Writtle meeting were agreed by the Writtle Vice-Chancellor.

1269. 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 comments already made in the Principal's Report:

- Retention of female students is 3 pp below that for males, mainly caused by retention in Health and Social Care
- Overall College attendance is 86% against KPI of 90% and is still being dragged down by poorer attendance in English & maths
- Students at Risk are higher than anticipated (13% against 7%)
- Apprenticeships appear to be on an upward curve
- Overall, the data is not quite as good as last year especially achievement in level 3, but is still strong

1270. ANY OTHER BUSINESS

The Principal reported that the British Values qualification (Level 1) has not been completed by five governors – Christian Norman, Amanda Montague, the Principal, Sarah Noble and Seena Shah – arrangements will be made with Marco Iciek for this to be done by the end of July.

The Principal reported that he is to join the ACER Board for the next two years. ACER is merging with AoC as from 1 August 2018 but there is a considerable amount of legacy funding in ACER which needs to be spent, a proportion of which relates to pension liabilities.

Staff governors and other attendees then left the Meeting in order for a Part 2 Meeting to be held.

1271. DATE OF NEXT MEETING

Friday 28 September 2018 at 2.00 pm.

There being no further business, the Meeting terminated at 5.40 pm.

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