

**CHELMSFORD COLLEGE
BOARD OF THE CORPORATION
23 March 2018**

Minutes of a Meeting of the Board of the Corporation held at the Committee Room, Moulsham Street Campus, Chelmsford on Friday 23 March 2018 at 2.00 pm.

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

IN ATTENDANCE: Caroline Williams (Deputy Principal)
Debs Hurst (Vice Principal, Finance & Corporate Resources)
Beverley Mahoney (Head of Human Resources)
Annella Hall (Estates Co-ordinator) (item 7 only)
Rob Millea (Clerk to the Corporation)
Amy Simmonds (Executive Assistant)

1235. PRESENTATION: COLLABORATIVE PARTNERSHIP WITH WRITTLE UNIVERSITY COLLEGE

The Principal introduced Andrew Thomson, from ACER, who presented his final Report, as requested at the last Meeting, on possible areas of collaboration and partnership with Writtle University College, as was recommended in the Essex Colleges' Area Review.

The final Report advises the Board on what it should do and how to go about doing that with specific recommendations. It looks at the longer term – five years – and focuses on educating the market for the long term interest of students and employers through driving Qualifications and Quality Improvement and use innovative IT technology.

He reported that ideas from staff at the College and Writtle included cooperative CPD, Quality Improvement, Facilities Sharing (IT, MIS, Human Resources, Premises), Work Experience, Student Opportunities.

All members were provided with a paper copy of the Report.

The Report suggests a three pronged approach with Writtle:

1 Joint new ventures

2 Soft collaboration

3 Sharing for gain

Andrew Thomson's view was that soft collaboration is the best option.

He said that the four areas of possible joint working (page 27 of the Report) are apprenticeships, Level 4 technicians, Local economic development/prosperity and social impact, focusing on mental health.

Governor Questions

One governor said that we know little about Writtle and what similarities there might be between the two institutions, along with mis-matches. AT said his discussions revealed that there is a shared attitude amongst the people in each organisation including a feeling of communicating for the public benefit and a feeling that there are things we could do better and together.

Another governor felt that we were interested in the issue surrounding mental health issues in young people locally and this is an issue which jointly we can help to resolve now and for the future. AT said that both Colleges need to engage with Essex County Council on social investment of this type.

Another governor asked about the reaction of the Writtle Board and AT said that they believe there a lot of thought provoking ideas worth debating.

Accordingly, the Clerk was asked to arrange a Meeting between the two Boards as soon as practicable to discuss the Report further.

It is hoped then that a series of proposals for further development could be agreed.

(Post Meeting Note: Meeting arranged at Writtle on Thursday 26 April at 4pm to which all governors have been invited)

ACTION:CLERK

Andrew Thomson was **THANKED** for his Report and presentation.

1236. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Steve Houghton, who is on leave of absence, and from Sarah Noble (Vice Chair).

Jack Pendleton (Student Governor) was not present.

1237. DECLARATIONS OF INTEREST AND NOTIFICATION OF 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 declared an interest in research at Anglia Ruskin University and her involvement with links between ARU and Writtle University College.

1238. URGENT BUSINESS

There were no items of Urgent Business.

1239. MINUTES OF THE MEETING HELD ON 7 DECEMBER 2017

The Minutes of the Meeting held on 7 December 2017 were **APPROVED** and **SIGNED** by the Chair, subject to two minor amendments, which were made and signed in manuscript.

1240. MATTERS ARISING

The Clerk tabled a paper tracking actions arising from the last minutes, which was **NOTED**.

Sub-contracting arrangements

This matter was discussed at the Governors' Development Day on 2 February 2018 and the Board was content with the proposal for Sub-Contracting activity for 2017/18 (documented in the GDD Report – minute number **1248**).

The Board formally **APPROVED** the sub-contracting arrangements for the College for 2017/18.

Staff recruitment

A governor asked whether the Ofsted outcome has helped in recruitment and this is covered in Minute **1244**.

Governor Recruitment

The Clerk provided an update on governor recruitment activity and this is covered in Minute **1248**.

All other carry forward matters from the last Minutes are covered in the Principal's Report and in the Finance Report, which are part of this Meeting's Agenda papers.

1241. PRINCIPAL'S REPORT

The Principal presented a written Report for the information of governors.

External landscape

A governor asked if the Board could have a briefing on the new T Levels and this will be arranged for the Governors' Development Day in October 2018, when more information will have emerged.

The Principal briefed the Board on implementation of excellence in careers guidance and on the upcoming formal launch of the Office for Students (OfS). The Board also noted the launch of the Post-18 Review by the Prime Minister which may enable Colleges to make the case for equalisation between Colleges with regard to their HE provision and traditional universities offering the three year residential programmes for degrees.

He commented on the recently announced focus by HMRC on management fees in sub-contracting and the VAT position. In addition, the Principal also remarked on an increased focus by Ofsted on sub-contracting activity.

Princes Road Redevelopment

Princes Road Phase 1 development has been commenced with engineers, who have identified some drainage issues at the site. It is not yet known if this will increase the budgeted cost for the project, but surveys and investigations now taking place will resolve this matter. Meanwhile, discussions with architects have proceeded and there was an informal

meeting with Council planners earlier this year and are supportive of the project.

The cost etc of the Princes Road redevelopment (Phase 1) remains on the Risk Register rated RED

Governors reviewed amended architect drawings for the Hair & Beauty relocation and the front of the building (Phases I and II). These designs have not yet gone to full planning application but will do by Easter 2018 – currently they are at pre application stage.

A refined step design was discussed for the building entrance and the layout of new rooms and the reception area for general College use. There will be a separate entrance for Hair & Beauty for the general public.

A governor asked for an update on the Budget perspective for the project and was informed that the overall envelope is up by £50K to £100K for Phases 1 and Phases 11 together. It would appear that Phase I will be more but Phase II will be less. The cost will be spread over three years to better manage the cost and cash impact.

The Principal noted that Planning permission is required for the external work to Princes Road but not for the internal work.

Enabling works have been necessary for gas and drainage at a cost of around £100K but the Board was informed that this work would have been required anyway as part of long term maintenance of the site.

Strategic Plan 2018/21

The Principal **TABLED** the final version of the 2018-2021 College Strategic Plan reflecting input from the Board at the Governors' Development Day last month which had been reflected in the revised Plan and thanked governors for their input to the process.

The Board requested that the word 'equity' rather than 'equality' be used throughout the Plan and advised a couple of other amendments.

The Principal advised that the amended Plan would be passed to the designer next week.

The Plan was **APPROVED**.

Other Matters

A joint expression of interest with Writtle University College was submitted for an Institute of Technology targeted towards engineering in the land based sector.

In response to a question from a governor, the Principal advised that this application is not proceeding. Instead, the College is participating in a joint development as a co-partner with SEC on a Logistics IoT which has proceeded to stage 2 of the approval process.

The Principal also updated the Board regarding Essex Shared Services taking on the administration with the agreement of most of the other Essex Colleges around end point assessments for Apprenticeships.

Other points covered in the Principal's Report are covered elsewhere in these Minutes, within the Finance Report and the Risk Register.

1242. PRESENTATION –ESTATES/HEALTH & SAFETY UPDATE

The Board **RECEIVED** a Presentation from Annella Hall, Estates Co-ordinator, on current Estates and Health & Safety issues.

She reported on completed projects in 2017/18 and outlined the relocation of Hair and Beauty to Princes Road, as noted in minute **1241**. Enabling works in this connection will take place during the Easter break.

The play area at Dovedale will be renewed and a volunteer work day will be held shortly to work on the aesthetics of the Nursery. Stage 2 of the Secret Garden is planned for the summer. The VP, F&CR noted that an Ofsted inspection for the nursery is likely within the next eighteen months so it is important to ensure the infrastructure is satisfactory.

AH reported on 2018 emergency works relating to a serious pipe fracture due to the bad weather at Princes Road, Engineering Block. It has proved difficult to find reputable labour to repair this fracture and is a priority at the moment. An insurance claim has been lodged.

Steps have been taken to resolve Campus parking issues by engaging Britannia Parking to run this aspect of the College – this mirrors the approach taken at South Essex College. It was noted that any penalties for transgressions of the parking rules are for Britannia's account but we do not pay Britannia a fee for management.

AH discussed the establishment of an Estates Helpdesk which is accessible by staff on line through the College intranet and enables better organisation of the workload of the Premises Team.

AH mentioned the medium term priorities for the College, including LRC update at both Campuses, boiler replacement and carpeting at Moulsham Street, and long term priorities, including car park refurbishment at both campuses, Dovedale sports centre refurbishment, replacement at Princes Road of construction practical facilities and upgrading of toilets at Princes Road.

Annella was **THANKED** for her presentation, which will be placed on the Governors' portal.

1243. FINANCE REPORT

1243.1 Management Accounts for the seven months ended 28 February 2018

The Vice Principal, Finance & Corporate Resources presented the Management Accounts for the seven month period ended 28 February 2018 for discussion and comment by the Board. These accounts have been reviewed by the two designated Finance Governors (Elaine Oddie and Michael Lager).

For the year to date, the College is showing an operating surplus of £259K against an original budgeted surplus to this date of £272K, an unfavourable variance of £13K.

Total income amounted to £9.328 million and total expenditure amounted to £9.069 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 28 February 2018, group net assets stood at £14.555 million, including cash of £474K and revalued fixed assets of £32.262 million.

The College's Financial Health for 2017/18 to date, based on the SFA's methodology, remains as Satisfactory and is expected to remain so for the rest of this academic year. The target is for it to improve to Good for 2018/19, but that depends on the sale of Beacon House and paying down debt.

Cash flow has been positive for the year and the revolving credit facility has not been necessary in early 2018.

The current ratio stands at 0.43 slightly worse than last year end of 0.53. Pay expenditure as a percentage of income is 62.4% against target of 64%. Borrowing as a percentage of income is 42% within ESFA tolerances, good being regarded as 40%.

All bank covenants are being met.

1243.2 Financial Forecast to 31 July 2018

The VP, F&CR **PRESENTED** a full year reforecast compared to Budget for the year ended 31 July 2018 for discussion and comment by the Board.

The reforecast shows a break even position for the year, in line with the Budget approved by the Board in July 2017. The Report showed the areas where it is estimated that outturn will be better or worse than originally budgeted.

In summary, more income will come from ESFA sources – in year payment for 2017/18 16-18 enrolments of £175K, additional income (£58K) for developing work experience and income brought forward from last year's final audit.

Higher expenditure is expected due to the filling of hard to recruit vacancies and additional VAT.

The Chair and Vice Chair, as designated finance governors, reviewed this reforecast and the Management accounts to 28 February 2018 before the Meeting in accordance with the College's revised processes. Some adjustment resulted and are included in this Report.

Governors noted the risks to achievement of the break even position due to the uncertainty of the quantum of Apprenticeship Income.

The VP, F & CR informed the Board that she would prepare another reforecast to the end of May. This will be reviewed by the designated Finance Governors and can inform the Budget Working Party on 26 June.

ACTION: VP, F&CR

1243.3 Apprenticeships Update

The College budget has been adjusted to account for the current deficit position on apprenticeship starts and the attached funding. The College has put in place a number of strategies to recover the position.

Much of the current difficulties relate to the way in which Levy and Non-Levy employers are responding to the changes in the Apprenticeship

landscape. Many of the employers do not understand the levy and the associated rules and it is proving to be difficult to sign up employers to contracts of provision with the College.

The 20% off the job training rule is also having an impact on employer's decisions as some employers are unwilling to release a member of staff for one day per week due to the cost to their businesses.

Actions to improve the position include

- Staff keeping up to date with the changing reforms
- Streamlined learner recruitment process
- Use of social media for publicity and employer engagement
- Regular and repeated visits to employers to explain the system and cajole employers to sign up to it

The Board **NOTED** the position.

1243.4 LGPS Update

The College's current deficit repayment plan is over 24 years but LGPS have reduced this period to 15 years as the College offers no security to the Scheme. The additional expenditure caused by this change is £25K for this year and annualised is £80K, until the next actuarial valuations.

The Chair and the VP, F&CR met with Essex LGPS representatives on 21 March 2018 and a verbal update was given to the Board. The next actuarial valuation at 31 March 2019 will be available in 2020, when the position will be further reviewed.

At that time, it is possible that the deficit repayment period will reduce to 12 years as the College is unable to give security to the Scheme. However, fund deficits are tending to reduce but this depends on movement in asset values and assumptions made in the valuation as to salary rises and demographic trends.

The Board noted that the Vice Principal, Finance & Corporate Resources has applied to become a member of the LGPS as an employer member on their Advisory Board and, if this is successful, will be a useful form of direct dialogue with the Scheme to see strategies of the Scheme for the future.

In reply to a governor question, the Board was informed that the cost of LGPS administration is £9K for the College annually and this is paid directly and not added to the deficit.

There is no news about the outcome of the Teachers' Pension Scheme valuation. It is being revalued by the Government Actuary as at 1 April 2016 and will recommend changes to employer contributions with effect from 1 April 2019. It is quite possible that, due to the reduction in the discount rate, there will be a higher deficit and, as a consequence, a rise in the employer contribution rate of 2 to 3%. Currently, the contribution is 16.83% of salary for Members.

In response to a governor question, the College is obliged by law to offer TPS and LGPS pension membership to all new staff. Staff eligible to join the LGPS Scheme can opt out but qualifying staff are not able to opt out of the TPS.

The Board considered a Letter of intent requested to be signed on behalf of the College by the Scheme. This letter shows the additional contributions required to be paid over the next two years as noted in paragraph one above, given the College cannot offer any security.

The Board did not agree that this letter be signed and returned. The Board **ACKNOWLEDGED** the Letter and the contributions toward the deficit repayment for the next two years. This acknowledgement is to be advised to the Scheme by separate letter.

ACTION: VP, F&CR

1243.5 Internal Audit Appointment 2018/19

The Vice Principal, Finance & Corporate Resources **REPORTED** that RSM were given formal notice today that they will not be reappointed for 2018/19, on the recommendation of the College Audit Committee.

Procurement for next year will proceed after Easter and it may be a joint exercise with South Essex College, if they also dispense with the services of RSM.

ACTION: VP, F&CR

1243.6 Learner Numbers and Financial Implications 2018/19

The ESFA 16-19 allocation for 2018/19 has been received and shows an increase of £157K compared to our original 2017/18 allocation (excluding the additional £175K in year payment we are receiving).

If enrolments continue to increase similarly for 2018/19, then the 2019/20 allocation would rise by a further £170K.

In addition to the £157K increase, the College will also receive a further £233K Capacity and Delivery funding, of which £58K will be paid before the end of this academic year. This funding is to assist in preparing for increased level of work experience under the new T Level qualifications.

The 2018/19 AEB Budget has yet to be received, but is expected by the end of this month.

The Principal advised that the College will try (as this year) for a business case top up for next year. A 4% difference would produce £300K in revenue and this requires the College to recruit 86 more learners this year. Although a risk, this is a viable target and can be achieved.

A governor felt that, having sought and received an in-year top-up this year, the chances are reduced of such a plan succeeding again but the College is confident that, assuming the numbers can be enrolled, the College can make a justifiable and different case next year.

A governor commented that costs continue to rise in connection with High Needs Funding for students given the reduction in funding from Essex County Council, but it is hoped this variable movement can be absorbed.

ACTION: PRINCIPAL

1244. HUMAN RESOURCES REPORT

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

The key points were:

- **Turnover** to date for this academic year annualised is 18.6% against 17% to this date last year and a target for the year of 18%. The overall trend is downwards and compares favourably to the AoC benchmark of 17.7% in the Eastern region. It is expected to finish for the year at slightly under the target.
- Staff recruitment remains high during this term with successful recruitment of 27 posts since the beginning of the calendar year. Particular focus continues with those curriculum areas subject to intervention and which are also those areas where it is difficult to recruit
- Use of agency staff has decreased and this is hoped to continue but some element of agency staff is likely to be required though the remainder of this academic year

- The Report explained actions being taken to improve recruitment in 'hard to recruit' areas
- Sickness **absence** was higher than target at an average of 6.79 days in the year to 31 October 2017 (AoC benchmark 5.1 days). The winter flu virus has had an impact with staff on average requiring up to 10 days absence for this one event. The absence target for the year is 4.5 days per person per annum and last year's actual was 5.8 days. Long term sick is down by 50% to only 7 staff
- Updated performance targets are now in place for the majority of staff, with progress reviews monitored regularly and reports provided to SMT
- Employment relations continue to be positive and no claims have been made to the Employment Tribunal – regular meetings continue to be held with union representatives
- The 1% pay increase was implemented to all staff from 1 January 2018, except for the College Executive Group and those staff on the 'Living Wage'

The Principal reported that long service recognition awards were given in March and that there had been a recent meeting with trade unions, which had gone well.

Governor questions/responses

In response to a governor, the Head of Human Resources said that recruitment activity has been boosted by Ofsted with over 200 hits on our vacancy page.

In addition, intense social media campaigns on recruitment have been very productive following up on the Good rating from Ofsted and the College is receiving good quality applications. Accordingly, the number of vacancies are reducing. Nevertheless, agency staff are still required until new staff begin and it is felt that some agency cover will always be necessary in the current tight employment availability of suitable staff in key areas.

Living Wage Award 2017/18

The Board received a separate paper on this issue and **APPROVED** the increase in the Living Wage from £8.45 per hour to £8.75 per hour with effect from 1 May 2018. This will apply to 65 members of staff (13 more than currently) and will cost about £10K for the rest of this academic year – the annualised cost of the increase will be about £22K – includes oncosts.

The Board **NOTED** the potential future difficulty for the College in automatically implementing Living Wage increases which may undermine wage disparity between various staff grades doing differently skilled work and might cause cost pressures on staff numbers.

The Board also **AGREED**

1. To review the risks in withdrawing as an accredited Living Wage Employer on staff motivation, community standing and adverse publicity and the cost of implementing further increases and recommend a plan of action at the July Board Meeting
2. To review the pay grade structure for all Business Support roles that have an hourly rate of £10 or less and determine an appropriate structure for the future as a Living Wage Employer or not recognising that further rises in Living Wage may affect up to 70 staff in the organisation, with further costs to the College and causing a squeeze/compression of the wages of people earning just over the Living Wage.

The VP, Finance & Corporate Services made a number of points to the Board:

- The College is too late to withdraw from paying the Living Wage now as it should have been done in November
- The College should apply to withdraw from 1 May 2018 and this will be considered and a paper brought to the next Board Meeting
- The raising of the Living Wage rate squeezes the gap to the next level up and causing cost pressures

A governor suggested that this could be an opportunity to shift people on a more structured pay scale rather than spot rates as is currently the case. The Principal said that the College could then build in increments again into the structure which have not gone up for 4 to 5 years. However, this would require Government funding support.

The Board **RECEIVED** the Report.

Workforce Strategy 2018-2021

The Workforce Strategy had been updated to reflect the outcomes from the December 2017 Ofsted Inspection and the new Strategic Plan.

The Principal informed the board that a detailed Action Plan will be included in the College Improvement Plan.

A governor asked that under 'staff resourcing flexibility', the Plan should – explicitly mention retention of staff and note that this objective, if successful, produces savings in recruiting costs, maximises value of training for staff and provides greater efficiency of staff deployment.

This was **AGREED**.

The strategy, which is considered to be an emergent strategy, will be rolled out through ongoing Departmental operational plans and be adapted as the College develops to take account of National and Regional pressures and developments.

A governor noted the pressure on pay from competition from other Colleges and that 'golden hellos' are becoming quite regular in the 'hard to recruit' area.

A governor suggested there should be a more formal approach for internal promotions or transfers and was told that a process has always existed, which is being tightened up.

A governor asked whether staff can work from home and the Deputy Principal said that this is dealt with on a case by case basis depending on the work they can carry out at home (e.g. marking, lesson planning) but it is limited, particularly for teaching staff for obvious reasons.

The Board **RECEIVED** and **CONSIDERED** the documented strategy and **APPROVED** it.

Gender Pay Report

The Board has requested a Report on the above before the Report was submitted to Government (due by 31 March 2018) and this was provided by the Vice Principal, Finance & Corporate Resources for discussion. It was noted that this is a factual Report for submission to Government and does not require Governor approval.

The Board **NOTED** that the mean gender pay gap for the College is 17.2% and the median gender pay gap for the College is 30%. The gender pay gap for the whole economy (2016 figures from the ONS) is 18.1% median. There is no mean average published. The College staff is 72% female and 28% male.

The Report detailed the computation of the information required which is based on data as at 31 March 2017 and gave explanations of the gap at various structural levels of the College workforce.

The Report noted the College's commitment to a number of strategies to address the gender pay gap:

- Monitoring and reporting on gender as it relates to the hiring process
- Reviewing gender statistics in performance management and absence
- Positive steps to close the gap
- Take advice from the Government Equalities Office to ensure legislative compliance and aspire to best practice

These commitments and positive steps to achieve them will be reported regularly to Governors through the Human Resources Report.

A governor asked if the College is confident that it challenges the pay rates to males and females so that they are consistent based on the job being done. The Board did note that the gender pay report is not about equal pay as such. To pay unequally is unlawful.

The Principal said that the College is committed to do the right thing for staff and salary levels are continually reviewed to ensure the basis of remuneration is fair.

A governor said that the College needs to ensure that, if challenged, on the gender pay gap, the College is clear as to the reasons for apparent differences on gender.

The Board **NOTED** the Report and that it will be submitted, as required by law, to Government by 31 March 2018.

1245. KEY PERFORMANCE INDICATORS

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

The items RAG rated as RED (behind target) are funding value for Apprenticeships, students making progress on or above their TAG and attendance at Maths & English, which in turn affects overall College attendance – currently 86% against target of 90%.

Part-time enrolments are behind target for the year to date but additional short courses are planned to close up the gap.

Forecasted performance of student outcomes is high and close to the stretching targets. The only concern is level 3, which is three pp behind target (although above NA). The curriculum areas at risk of poor success

rates at level 3 are beauty and engineering. Media and business level 3 projections have improved.

Apprenticeships provision is below target but above the outturn for last year.

Otherwise, progress in other KPIs is on track to meet or exceed targets.

Governor Questions/Observations

Overall retention has declined for 16-18 students since the last KPI Report and this has impacted on the forecast for Level 3 study programme which are below target.

Business and media is no longer a concern.

Beauty and engineering continue to require attention as there have been staffing issues this year

The Principal commented that the College is no longer in early intervention for Apprenticeships and the College is achieving above last year's performance.

The Principal also commented, in response to a governor, that the five key expectations for teacher performance are presently 73%, 5pp ahead of the same position last year.

A governor wanted to know what can be done about the poor attendance at English and maths and the Deputy Principal outlined measures being taken, including intense activity by student support to those students who have anxieties regarding their attendance at those lessons.

The Report was **RECEIVED**.

1246. COLLEGE IMPROVEMENT PLAN UPDATE

The Deputy Principal **PRESENTED** a copy of the most recent Executive Summary Monitoring of the Plan, drawn up to 12 March 2018, with the most recent updates highlighted for Governors.

The Quality & Learners Committee discussed the CIP progress at its Meeting on 20 February 2018 and their discussions are recorded in the Minutes of that Committee (item 12 on this Agenda).

Good progress continues to be made against all seven College priorities. The latest update of the Plan reflects issues arising from the recent Ofsted inspection and actions taken to address those issues.

Particular areas of challenge continue to be attendance at English & Maths lessons, learners studying English & Maths at GCSE not achieving higher grades of which they are capable and not enough apprentices aged 16-18 completing their programmes within the planned timescales.

The Deputy Principal noted that supported experiments (see **Minute 1249**) are examples of how staff are embracing the next challenge for the College.

The Board **NOTED** the Report.

1247. RISK REGISTER AND DASHBOARD

The Vice Principal, Finance & Corporate Resources provided the updated Risk Register and Dashboard as at 28 February 2018 for comment and discussion.

The VP, Finance & Corporate Resources pointed out that the current risk status on the Register is that there are 31 key risks noted, made up of 3 RED risks, 13 AMBER risks and 15 GREEN risks.

The risk regarding the Apprenticeship Reforms remains significant given the complexities of the funding and the difficulty Colleges are having in signing up employers to Apprenticeships. Hence, the classification of Apprenticeship levy in respect of levy paying employers and non-levy paying employers remain as two RED risks.

The redevelopment of Princes Road is categorised as a RED risk on the grounds of the cost and issues regarding the site (e.g. drainage).

Three additional risks (all GREEN) have been added since the last iteration of the Register:

1. HMRC review on VAT which could be applicable to management fees on sub-contracting provision
2. Ofsted review of sub-contracting provision
3. Safeguarding of adult students in respect of radicalisation awareness and threat

It was noted that GDPR implementation is now on the Register as an AMBER risk.

A governor requested that risks 9 (attendance at Maths & English) and 22 (Timely Completion of Apprenticeships) be reconsidered as they might qualify to be classified as RED. SMT will consider at the next regular weekly review of the register.

The Board **NOTED** the Report.

1248. GOVERNANCE MATTERS

The Board **RECEIVED** a copy of the unapproved Minutes of the Quality & Learners Committee held on 20 February 2018.

The Board also **RECEIVED** a Report on the Board Development Day held on 2 February 2018.

The Clerk gave a verbal update on **Governor Recruitment**, which had been discussed by the Search Governance & Remuneration Committee, immediately before this Board Meeting. A number of potential candidates have emerged from the inspiring fe-governance website, on which the College is enrolled and these are being followed up.

In addition, the Clerk is communicating with an ex- Director of Faculty at another local College, who is interested in a Board appointment.

The Clerk **TABLED** a Summary **Evaluation Report** on the Governors' Development Day derived from Members' responses. Members felt the Day was very successful and noted a number of comments which will be taken forward in future Governor Training and involvement.

In particular Members would appreciate more Learning Walks being arranged and a focus on how to sustain the College's improvement as evidenced by the Ofsted inspection with a view to moving towards Outstanding.

A number of Members expressed interest in being involved in more areas (both curriculum and thematic) as Link Governors.

The Chair proposed that Sarah Noble and Susan Hughes be re-appointed governors of the College for the four year period beginning 1 April 2018, on the recommendation of the Search Governance & Remuneration Committee.

The Board **APPROVED** the re-appointments of Sarah and Susan.

The Chair then reported that the Clerk had expressed his willingness to continue in that post for at least one further academic year, following the end of his current contract on 31 July 2018. The Board were reminded

that his contract (through Essex Shared Services Limited) is renewable by mutual agreement.

The Board **APPROVED** the appointment of Robert Millea as Clerk to Chelmsford College for the academic year 2018/19 on the same terms as currently prevail. A further contract will be signed with him before 31 July 2018.

The Clerk **REPORTED** that some responses have been received from Board Members to the 2016/17 Self-Assessment Questionnaire but not all. The Clerk advised that he would prepare a Report and distribute in by email as soon as all returns have been received.

The Clerk **REPORTED** that he attended the AoC Governance Summit in London on 14 March 2018 and provided a brief verbal Report.

The Board **APPROVED** an extension of the leave of absence for Steve Houghton to 30 September 2018, on the recommendation of the Search Governance & Remuneration Committee, should it be required by Steve.

(Post Meeting Note: the Clerk informed Steve Houghton of the extension following contact being made with him and his request for an extension)

1249. ANY OTHER BUSINESS

The Board **NOTED** the retirement from the Board of Michael Lager on 31 March 2018 after eight years of service and Michael made a short statement, concluding by wishing the College well for the future. He felt that progress in the last few years has now mean the College is becoming the destination of choice for students and staff.

The Chair thanked Michael on behalf of the Board for his contribution.

Doug Zeeman reported that during the Professional Development week, he supported an experiment involving students in Media Arts & Design to promote Skills Exchange workshops to other curriculum areas, including CV writing, interviewing techniques and letter writing. These workshops are to be done shortly and will give valuable help to other learners.

The Principal reported that he has joined the Ofsted Independent Inspection Appeal panel which will consider complaints by Colleges following inspections. This work will be regarding inspections out of the local area.

There were no other items of AOB.

1250. DATE OF NEXT MEETING

Friday 6 July 2018 at 2.00 pm.

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

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