Chelmsford College

Cycle of Business 2026-7 for Chelmsford College Board *July 2026*

Note the standing items to be considered in the header of each section

Cycle of Business – Full Board

September	December	March	June
Standing items: Chair's items; CEO and Prosperity reports; Risk Report – register and dartboard; Finance matters - Management accounts; Safeguarding and Prevent report; Reports from Committees and recommended items for approval; Governor visits (information only)			
1. Finance items: a) Dashboard/KPI b) CFFR – outturn for prior year to July 31st c) CFFR – budget for current year d) Proposed capital programme – 3yr rolling e) MIS system update **2. Quality and learners' matters** a) Dashboard/KPI b) Prior year outcomes c) Quality improvement priorities current year **3. Governance matters** a) New members b) Infographic – prior year at a glance c) Board membership and calendar **Policies:** 1. Health and Safety Policy (annual)	**1. Student Governor report** a) Student Governor feedback on induction and conference **2. Finance items** a) Dashboard/KPI b) Pay Award c) Learner numbers and financial implications current year d) Curriculum area contributions analysis e) Draft Annual Report & Financial Statements 2025-6 inc: i. a - Annual report of the Audit Committee to the Board. b – Draft external findings report ii. Report of the Governing Body a. Statement of regularity, propriety,	**1. Student Governor report** **2. Finance items** a. Dashboard/KPI b. Update on annual forecast **3. Quality and Learners' matters** a) Dashboard/KPI **4. Policy, Resources & Sustainability maters** a) Equality & Diversity Annual Report b) Estates update c) Stakeholder Engagement Report d) HR report including update on Gender Pay Gap report e) Draft Board Schedule of meetings for following year f) Sustainability Strategy **Policies:** 1. EDI policy (annual)	**1. Student Governor Voice-** 2. reflections on the year and 'even better ifs' **3. Finance items** a) Dashboard/KPI b) Capital spend c) CFFR indicative budget – outurn and next year **4. Quality and Learners' matters** a. Dashboard/KPI b. Achievement predictions c. Strategic Transition Planning Statement d. Annual Safeguarding Report e. Complaints and Compliments annual report **5. Policy, Resources and Sustainability matters** a. Accountability Statement and Local Needs Duty b. Subcontracting provision (following year)

2. Environmental and Sustainability Policy (every 3 years) 3. Freedom of Speech (every 3 years) 4. Business Continuity Policy / Disaster Recovery Plan (every 3 years)	and compliance (RSAQ) b. Statement of responsibilities of the members of the Governing Body c. Independent Auditor's report a. Dovedale nurseries CIC annual report & financial statements b. Annual report of the internal auditors **3. Quality and Learners' matters** a) Dashboard/KPI b) Self-Assessment report prior year c) Quality improvement plan current year **d)** Transition Planning Statement Strategy (previously Curriculum Intent Strategy) 1. Safeguarding Policy and report (annual) 2. Whistleblowing Policy (every 3 years Dec) 3. Value for Money strategy (three years) 4. Remuneration Policy for SPHs (every 3 years)	2. Risk management policy (annual) 3. Tuition and Fees Policy following year 4. Freedom of Information Policy (every 3 years) 5. Student /staff Engagement Strategy (every 3 years) 5. Senior Post Holder Grievance and Disciplinary Procedures (every 3 years)	**6. Confidential items from Remuneration Committee** a) SPH code (if required) b) SPH performance against targets – current year c) SPH KPIs and targets – following year d) SPH pay review **7. Governance items** a) Chair and Vice Chair elections b) Committee structure for following year **Policies:** 1. Complaints Policy (every 3 years) 2. Risk management Policy (annual) 3. Anti-bribery, corruption, and fraud policy (every 3 years) 4. Finance regulations annual 5. GDPR Policy (every 3 years) 6. Subcontracting and Supply Chain Policy (annual)

Chelmsford Board - additional holding dates for board business, training, and development

Second week in October	First week in February
Board development day	Board strategy event

Cycle of Business – Audit Committee

<table>
<tr><th>NOVEMBER</th><th>MARCH</th><th>JUNE</th></tr>
<tr><td colspan="3">Standing items: Risk management (strategic risk register and risk assurance reports); Fraud, irregularity and whistleblowing report; Going Concern report; Cyber security; Audit recommendations tracker; Internal completed audit reports; Sector updates from the auditors</td></tr>
<tr>
<td>1. Confidential meeting for auditors and committee members only
2. Draft Annual Report and Financial Statements – current year (including Dovedale Nursery CIC)
a. Report of the Governing Body
b. Statement of regularity, propriety, and compliance (RSAQ)
c. Statement of responsibilities of the members of the Governing Body
d. Independent Auditor’s report
e. Dovedale nurseries CIC annual report & financial statements
f. Annual report of the internal auditors
3. Annual Summary ILR Report – current year
4. Internal Audit Completed Reports (if any)
5. Business Continuity and Disaster Management update
6. Annual Data Protection Report prior year
7. Committee Self-Assessment Report for prior year

Policies:
1. Whistleblowing Policy (every 3 years)
2. Value for Money strategy (every 3 years)</td>
<td>Confidential meeting for auditors and committee members only
1. Health and Safety Report (and Presentation)

Policies:
1. Financial Regulations
2. Risk Management Policy
3. Policy on re-tendering of external auditors at least every five years
4. Sub-contracting Supply Chain, Fees and Charging Policy</td>
<td>1. Confidential meeting for auditors and committee members only
2. External Auditors’ Audit Planning Memorandum following year
3. Internal Audit Progress Report current year
4. Draft Internal Audit Plan next year
5. Performance Review – internal and external auditors – committee only
6. Appointment of internal and external auditors for following year respectively
7. Pay assumptions for pension liability calculations (LGPS)
8. Assurance Reviews of sub-contracted provision
9. Governance Items
o Chair and Vice Chair – biennially
o Review of Terms of Reference recommended by SGR
Policies:
1. Anti-bribery, corruption, and fraud policy (every 3 years)
2. Risk Management Policy (annual)
3. GDPR process or policy (every 3 years)</td>
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Cycle of Business – Quality & Learners' Committee

November	February	May
Standing items: Deputy Principal's report; Deep dive report; FE Teaching, Quality Improvement report; Safeguarding report and updates; Student attendance; Items relating to Q&L from risk register, English and maths, Teaching, Learning and Assessment (including classroom observations), learner voice report, Learning walks and link governor reports for information only		
1. Self-Assessment Report prior year 2. College Improvement Plan current year 3. Analysis of Complaints and Compliments prior year 4. Transition Planning Statement Strategy (previously Curriculum Intent Strategy) 5. 6. Learner Experience Strategy 7. Learner Experience Report **a.** Induction Survey of Students current year **b.** Student Survey Report prior year **c.** Learner voice report 8. Annual Safeguarding Report prior year 9. Committee Self-Assessment prior year 10. Curriculum Deep Dive– to be decided **Policies:** 1. Safeguarding and Prevent Policy 2. Student Engagement Strategy (Every 3 years)	1. Student Destinations prior year 2. Monitoring of College Improvement Plan current year 3. Learner Progress (in year retention, attendance, projected success) current year 4. Gatsby Report/Matrix report - -Career advice and guidance **Policies:** 1. Equality and Diversity Policy (every 2 years)	1. Staff development Impact repot 2. Learner Progress 2023/24 (in year retention, attendance, projected success, apprenticeships accountability) 3. Monitoring of College Improvement Plan current year 4. Monitoring of support and challenge plans current year 5. Enrolment Targets and Learner Recruitment following year 6. Curriculum Plan following year/strategic transition planning statement **Policies:** 1. Complaints Policy to note (every 3 years)

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Cycle of Business – Policy Sustainability & Resources Committee

NOVEMBER	FEBRUARY	JUNE
Standing items: Standing items – COO report; Executive Director of People and Organisational Development; Management accounts; Estates update, risk management and risk register; confirmation of Going Concern, HR reports, subcontracting update report, Sustainability Report		
1. **Review of Annual Report and Accounts current year – overlapping meeting with Audit and Risk Committee** 2. KPIS for current year – finance 3. KPIS for current year – HR 4. Auditor Regularity questionnaire 5. DfE Financial Status & Dashboard 6. Staff survey outcomes 7. Framework for the Pay and conditions of service of staff 8. Prior year financial Outturn 9. Enrolment Data for current year 10. KPIs outturn for prior year (Finance HR) 11. Insurance Policies Review 12. College Climate Action Roadmap 13. Stakeholder Engagement Report 14. Review of Financial Regulations 15. Health and Safety Report prior year 16. Cash Flow forecast current year **Policies:** 1. Health and Safety Policy (annual) 2. Environmental and Sustainability Policy (every 3 years) 3. Freedom of Speech (every 3 years)	1. Staff CPD report 2. Gender Pay Report 3. Ethnicity Pay Gap report 4. Learner Numbers and Financial Implications 2022/23 5. Sustainability Strategy 6. IT Strategy **Policies:** 1. Staff engagement strategy (every three years)	1. Financial Forecast current year 2. Budget progress report/budget parameters initial for following year 3. Fees Policy following year 4. Subcontracting Provision following year 5. Capital Expenditure and Estate Programme following year 6. Pay Award 2023/24 7. Agree KPIs for (HR, Finance) 8. Governance: a. Terms of reference for following year (recommended by SGR) b. Committee membership for following year c. Chair and Vice Chair for following year d. Committee end of year survey **Policies:** 1. Subcontracting Policy - annual 2. Financial regulations - annual 3. Staff Code of Conduct (every 3 years) 4. Staff Grievance Policy (every 3 years) 5. Tuition and Fees Policy (annual)

Search, Governance, & Remuneration Committee Schedule of Business

OCTOBER	JANUARY	MAY
Standing items: Director of Governance executive report; Membership review and updates – Board profile, membership lists inc terms of office, renewal and succession planning, update on recruitment. Membership reports – attendance, activity inc champion visits, appraisals. Audit governance issues identified during internal/external audit. Case studies, advice notes and briefings – for information only		
Prior year review a) Review of prior year 'Board at a glance' infographic b) Review of Confidential minutes from previous year – retain or release c) Board effectiveness: d) Self-assessment of governance report e) Governor appraisals summary f) Committee effectiveness survey outcomes g) Independence of the Clerk (annual) 1. Final outcomes of Chair and Clerk surveys a) Code of conduct for governors (annual review) b) Governors' skills audit and recruitment priorities 2. Report on completion of annual returns by governors **Current year** a) Governance Improvement plan – from annual surveys and meetings at end of year b) Governor training and development plan c) Monitoring and review of changes in the sector relating to pension arrangements for senior staff, remuneration of chairs/governors **3. Remuneration**	1. Self-assessment review and monitoring; GIP 2. External Board review scope and procurement (3 years) 3. Succession planning **Remuneration** SPH in-year progress against targets **Policies:** 1. Grievance against an SPH 2. Grievance by an SPH 3. SPH disciplinary policy 4. Instrument and articles (3 years or as required) 5. Complaints against the Board policy 6. Conflicts policy for the Board	1. Election of Chair/Vice Chairs, review of effectiveness for current year; review and recommendation of all terms of reference, 2. cycle of business for following year 3. External Review of Governance Draft Report 4. Code of Good Governance / Governance improvement action plan update **Remuneration** 5. Performance against targets SPH 6. Targets for next year SPH 7. Review of SPH structure and number of SPH (3 years) 8. Remuneration review and recommendations **Policies:** 1. Standing orders 2. Governor recruitment and succession planning policy 3. Remuneration Policy for SPH 4. Scheme of delegation (3 years) 5. Policy for complaints against the Board (3 years) 6. Remuneration Policy for SPHs (AoC) (every 3 years

a) Review of SPH performance prior year with final achievement and financial outturn data known • Confirmation/adjustment of any SPH targets for current year Performance of senior post holders, review of pay and terms and conditions • Mapping against the AoC College Senior Post Holder Remuneration Code **Policies:** 1. Governor Succession policy (every 3 years) 2. Governor Expenses policy (every 3 years) 3. Public Values statement (is included in the strategic plan) 4. Job descriptions (every 3 years) a) Chair/Vice Chair b) Governors c) Co-opted Governors d) Procedure for the removal of a governors		