

**Minutes of the Committee for Policy, Sustainability & Resources**  
**TUESDAY 27 FEBRUARY 2024 AT 16.30**  
**Princes' meeting room, Princes' Road, Chelmsford.**

**Members:** Trevor Bolton (Chair), Jan Church, Rachael Cornwall, Richard Davidson, Amanda Montague, Paddy Reilly, David Warnes (Principal), Ruth Gilbert

**Attendees:** Debs Hurst, Mark Emerson, Beverly Mahoney, Ra Hamilton-Burns

**External Board reviewer:** Martin McNeill

**Quorum:** 40%

	<b>MATTERS</b>	<b>ACTION</b>			
1.	<p><b>Apologies for Absence</b> The Chair welcomed Martin McNeill, the external Board reviewer from the AoC who would be observing the meeting. He also welcomed Jan Church, the staff governor, as a new member of this Committee.</p>				
2.	<p><b>Declarations of Interest and to notify any confidential Items</b> There were no declarations of interest.</p>				
3.	<p><b>To approve the minutes of the meeting held on 16 November 2023</b></p> <p><b>Correction:</b> Debbie Garroway was present at the meeting on 16 November 2023.</p> <p><b>AGREED: THE POLICY, SUSTAINABILITY AND RESOURCES COMMITTEE AGREED THE MINUTES OF THE MEETING HELD ON 16 NOVEMBER 2023 WERE A TRUE AND ACCURATE RECORD.</b></p>				
4.	<p><b>Matters arising</b></p> <table border="1" data-bbox="274 1330 1262 2170"> <tr> <td style="width: 5%; text-align: center;"><b>16</b></td> <td style="width: 45%;"> <p><b>Health and safety report 2022/23</b></p> <ul style="list-style-type: none"> <li>• DH to ensure that the five members of staff receive working at height training.</li> <li>• SLT to ensure that reminder health and safety messages are communicated to all staff at the beginning of the Spring Term.</li> </ul>   <ul style="list-style-type: none"> <li>• A policy of not working in an area unless working at height training has been completed should be put in place immediately.</li> </ul> </td> <td style="width: 50%;"> <p>DH confirmed that of the 14 people who are scheduled to be trained in Work at Height all but 1 have completed the training. We will ensure that the policy is applied that only those trained in this activity are allowed to Work at Height.</p> <p>Gary Holland (<i>new Estates and Sustainability Manager</i>) and DH will continually review the list to ensure that it is appropriate.</p> <p>The College does a specific policy for working at height, but the Health, Safety &amp; Welfare Policy at Section 3.1 is clear about Proactive Control Processes that need to be</p> </td> </tr> </table>	<b>16</b>	<p><b>Health and safety report 2022/23</b></p> <ul style="list-style-type: none"> <li>• DH to ensure that the five members of staff receive working at height training.</li> <li>• SLT to ensure that reminder health and safety messages are communicated to all staff at the beginning of the Spring Term.</li> </ul> <ul style="list-style-type: none"> <li>• A policy of not working in an area unless working at height training has been completed should be put in place immediately.</li> </ul>	<p>DH confirmed that of the 14 people who are scheduled to be trained in Work at Height all but 1 have completed the training. We will ensure that the policy is applied that only those trained in this activity are allowed to Work at Height.</p> <p>Gary Holland (<i>new Estates and Sustainability Manager</i>) and DH will continually review the list to ensure that it is appropriate.</p> <p>The College does a specific policy for working at height, but the Health, Safety &amp; Welfare Policy at Section 3.1 is clear about Proactive Control Processes that need to be</p>	
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		<p>in place. This includes risk assessment are carried out and reviewed regularly. There are risk assessments in place for Estates – Roof access Working at Height, Estates – Working at Height and Ladders. The next Health and Safety Committee where representatives from all departments is on 13<sup>th</sup> March and the need for risk assessments across all areas, not just working at height, will be reiterated.</p> <p>• Staff support should be included in the Health, Safety, and Wellbeing report.</p>	<p>Newsletter going out next week – reiterated only those trained.</p>
<b>6</b>	<p><b>KPI human resources and finance outturn 2022/23</b></p> <p>• BM to ensure that HoDs are having difficult conversations with staff when appropriate to address issues before they escalate.</p> <p>• SLT to consider alternative approaches to address the academic recruitment issues.</p>	<p>BM has been, and will continue to, undertake informal coaching with heads of department.</p> <p>Informal academic capability meetings and a probationary dismissal have been held this term</p> <p>Sickness meetings with staff have been undertaken by line managers and followed up with letters of concern/formal warnings</p> <p>Meetings are held on a monthly basis with BM,DG/PP to discuss academic performance</p>	
<b>9</b>	<p><b>Annual review of subcontracting</b></p> <p>SLT to take legal advice on the Procurement Act.</p>	Covered on this agenda	
<b>10</b>	<p><b>Update on Essex Shared Services</b></p> <p>The SLT will take legal advice on the joint venture contract.</p>	Covered on this agenda	
<b>12</b>	<p><b>HR report</b></p> <p>• SLT to review and publicise what makes Chelmsford College</p>	Covered on this agenda	

	<p>inclusive.</p> <ul style="list-style-type: none"> <li>The gender pay gap report will come to the February PSR meeting.</li> </ul>		
<b>TO DISCUSS AND APPROVE</b>			
5.	<p><b>Gender Pay Gap Report 2022/23</b></p> <p>Stuart Hodges joined the meeting at 16.35 and gave a presentation on the gender pay gap report to March 2023 which is lodged with these papers. The report covers 351 staff members (last year 350) and there has been a year-on-year improvement, but the College will continue to monitor the situation and ensure this continues.</p> <ul style="list-style-type: none"> <li>The mean gender pay gap for the College is 17.8% (19.5% and 20.1%) in previous reporting periods</li> <li>This is a reduction for the third year running</li> <li>The median gender pay gap for the college is 28% (31.2% and 34.9%) in previous reporting periods</li> <li>There has been a marginal increase in female employees over the previous year at 71%</li> <li>The top pay band has swung in favour of female staff</li> <li>The biggest swing towards female staff is in band 2 which is accounted for by pay increases</li> <li>The pay gap within the academic and learning support staff has decreased</li> </ul> <p>The improvements demonstrate the positive impact of the measures put in place. The homeworking, flexible working policies and other informal processes are working.</p> <p>Governors were asked if the College should consider a gender pay gap a bad thing on its own or should it be accepted as a reflection of the roles employed by the organisation? Governors responded that the approach should be guided by if any female staff comment that they can't progress within the College which would ring alarm bells? It was acknowledged that some female staff prefer to have part-time work in order that they can spend time with their children which will perpetuate the gender pay gap.</p> <p>They asked if there is benchmark data as initially this gap looks high. Bev Mahoney will circulate FE benchmark data. Debs Hurst cautioned that the College needs to assure the benchmarking is comparing like for like as Chelmsford is scrupulous in its reporting. David Warnes agreed and added that the College does not outsource some of its facilities such as cleaning and catering.</p> <p><b>ACTION: BM to circulate FE gender pay gap data to the PSR Committee.</b></p>		

	<p>Governors understood the need for benchmarking and accepted that they may not be based on equal terms. It was suggested that benchmarking might be made against the local community in which the College operates as the catchment area for staff may be limited and therefore offer context for any discrepancies.</p> <p>Ruth Gilbert offered the example of the mid-south Essex NHS where they had analysed their recruitment from geographies to different levels of work. This offered some socio-economic deprivation and informed how to support staff in lower paid jobs and in turn other issues such as absence etc.</p> <p>Governors wondered if the label in quartile one might be reworded to state ‘prove attractive to <b>those</b> who have primary caring responsibilities’ rather than ‘females’ as mentioning a gender seems self-fulfilling. The same was true of the label for the second quartile and governors noted that the lower paid roles are now attracting more males.</p> <p>Governors asked if the 351 represents people. This was the case and in fact the FTE would be less at 269 circa.</p> <p>The Committee asked if there was a difference between the gender pay gap for full time and part time workers. The formula for calculating salary should remove any differences but this will be looked at.</p> <p><b>ACTION Stuart Hodges to report on gender pay gap differentiation between full and part-time workers in the next Gender Pay Gap report.</b></p> <p><b>AGREED: THE PSR COMMITTEE AGREED TO RECOMMEND THE GENDER PAY GAP REPORT TO THE BOARD.</b></p> <p>Trevor Bolton welcomed <b><i>Martin McNeill, the College’s external Board reviewer who joined the meeting remotely at 16.45.</i></b></p> <p>Martin McNeill introduced himself, he is conducting a number of external Board reviews for the AoC. This is the first of his activities with Chelmsford. He is looking at three things:</p> <ul style="list-style-type: none"> <li>• Does the Board have the right capacity and skills?</li> <li>• Are the structures well set up?</li> <li>• Do things work well together and are there ways in which the Board could interact more effectively to serve its learners and communities?</li> </ul> <p><b><i>Stuart Hodges left the meeting at 16.50.</i></b></p>	
6.	<p><b>HR report</b> Bev Mahoney offered an update:</p> <p><b>Employment relations</b> – there has been coaching for Heads of</p>	

Department on how to hold difficult conversations on capability and sickness. This has, in turn, led to some staff feeling disgruntled and raising grievances which was not unexpected. There has been one probationary dismissal this month and more are predicted. Managers are being coached in what evidence they need to support this.

Governors welcomed the news that this area is being addressed and that managers are encouraged and supported to do their job.

The main issues raised in the report are:

- The formal dispute with the UCU teaching union has been resolved and a 6.5% pay increase was awarded to all staff effective from the 1<sup>st</sup> January 2024
- Recruitment and Retention remain challenging and staff turnover is 21.22% from a high of 23.88% this academic year. Vacancy rates in certain subject areas (construction/electrical/health) remain above the target of 6% which is driven by the academic staff turnover and staff leaving their positions before vacancies are recruited to.
- Employee relation issues are proving challenging in our journey to excellence in addressing underperformance. In some cases it has created a degree of disgruntlement amongst staff.
- Absence Management is now a key focus to address issues around short and long-term sickness within certain groups of staff/teams.
- Summary findings of the Staff Workload Survey 2024
- Staff Wellbeing and Mental health continue to be a high priority for the college
- Legislative changes on flexible working and annual leave entitlements has now gone through parliament and is effective from the 6 April 2024. Meaning staff have the right to make a flexible working request from day 1 of their employment. They will also be able to make 2 applications per 12-month period
- 42 staff have been recognised by fellow colleagues for recognition.
- Head of Maths and English starting late April/early May
- Agency staff are still in place and the College is focusing on reducing these to protect the budget
- Staff turnover is higher than the KPI although reduced from the same time last year

Governors asked for more detail about staff disgruntlement. The College is coaching managers to challenge underperformance and excessive sickness. The conversations are taking place and as this has not been custom and practice until recently, this is seen as a criticism rather than constructive and causes grievances.

Governors pointed out that the wording in item 1.5 workload talks implies that those working from home might have less work and suggest that a different heading might be appropriate such as 'work/life balance'.

The Committee suggested that Benchmark data for absence would be useful for the Board to offer a comparison and context to the reduction. The Eastern Region Colleges' benchmark is 5.2 days and the College is at 6.

**Action: BM to include absence data in future reports with benchmarking.**

Governors asked if inclusivity and EDI could be included in this report and if the College looks at EDI and disability pay gaps. The Committee was reminded that this is looked at in detail in the equality report.

**ACTION: BM to send equality report to RC.**

Governors asked if the College is looking at lessons learned from recruitment processes to inform reasons for any attrition in the first 350 days or during probation.

The Committee asked if the College uses external recruiters for 'difficult to fill' posts. The College utilises many routes including:

- in-house resource
- agencies
- social media

Jan Church asked if possibly there might be incidences where the urgency to save agency costs might lead to an unwise recruitment decision. Bev Mahoney explained that she sits on the panel and advises against recruiting any unsuitable candidates.

Ruth Gilbert commented that whilst she is mindful that this is a standard approach, she suggested that the College should seek different approaches to create impact. A report that suggests some areas that might drive change and positive impact might be shared for input and an exchange of ideas with Board members in between meetings. She was keen to ensure that governors are able to offer support and challenge wherever possible on areas such as mental health, wellbeing etc.

Ruth Gilbert expressed concern when she reads the term 'flexible working' which might lead to the workforce not being able to work flexibly to meet the need of the College. The reasons behind the flexibility such as retention or motivation need to be clear and monitored .

The Committee suggested that the College should seek more ownership of the issues and potential solutions from the staff and unions. The College should seek suggestions of how they are going to help and what suggestions are they making. Are there champions.

	<p><b>Total rolling 365 day quit rate</b> – Governors noted that whilst there has been improvement the quit rate is 60% over the target which either implies that the target is wrong or that the College needs to understand what is driving this. There is not a suggestion that the target should be reduced just because it can't be met but the reasons that it was put in place should be revisited and understood to see if it is appropriate. The underlying reasons should be understood as the attrition rate is high despite some fluctuation. Debs Hurst agreed that this needs to be reviewed and a realistic target might be set if appropriate. It was noted that a high rate of recruitment is likely to skew the quit rate as new employees do not 'settle.</p> <p>Governors noted that restructuring unsettled staff and the impact has been felt disproportionately across the campuses. It is important to examine the reasons and recognise that this had in impact in this year.</p> <p>It was noted that some staff leave one role in College but move into another role but are still recorded as leavers.</p> <p><b><i>Richard Davidson joined the meeting at 17.20</i></b></p>	
7.	<p><b>Financial update to approve man accs</b></p> <p><b>i. Management Accounts to 31st December 2023</b> The summary was:</p> <ul style="list-style-type: none"> <li>• January accounts look greatly improved on this set and will come to Board</li> <li>• Total comprehensive income at 31 December 2023 is a negative variance of £325k to year-to-date budget of negative £26k.</li> <li>• Income is £279k behind budget</li> <li>• AEB £200k negative variance</li> <li>• ECC £84k negative variance – costs should therefore reduce</li> <li>• Apprenticeships ahead by £110k</li> <li>• Pay costs £107k more positive than year to date budget</li> <li>• Agency costs £162k adverse</li> <li>• Non-pay is £249k adverse variance to YTD budget</li> <li>• Greatest variance is in <ul style="list-style-type: none"> <li>○ operational and maintenance costs</li> <li>○ admin and exam costs</li> </ul> </li> <li>• Cashflow is on target at £2.375k</li> <li>• Financial Health forecast is to achieve good by 31/7/2024</li> </ul> <p>The KPIs are not good at this point in time but improvement is expected. Debs Hurst commented that she did not foresee a position in which the College will achieve the staff pay ratio of 65%.</p> <p>Governors commented asked why subcontractors are hitting their targets for AEB when in house the College isn't?</p>	

The Committee asked if it is worth challenging Essex County Council on the high needs funding as suggested by the FEC at the College's recent meeting with them. DH said the £570k will not be returned but there is debate over the £83k for additional support.

Governors commented that the costs for Staff and agency costs within the total budget but it was noted that agency costs should be monitored. Debs Hurst said that the pay rise will have an impact on maintaining this cost within budget. Governors asked for any information on where other colleges are in terms of pay ratios with the recent pay rise. Debbie Hurst said this is not easy to source but the College is confident that it will continue to focus on the bottom line of £400k.

The significant and welcome over recruiting this year will bring lagged funding for next year and does offer a reason for some of the overspend on staff. This has been compounded by the extra English and maths requirement which exacerbated the problem.

Ruth Gilbert said she has been considering what can be done to help income. She is meeting with a company called [Cirdori](#) to review a partnership model they have with JobCentre plus and others. It is not subcontracting or delivery but they help to source the learners and help with delivery on a specific range of courses. They are currently working with Colchester Institute and other FE colleges and have potential to work in-year with this issues.

Ruth Gilbert added that South Essex Councils have recently worked with South Essex Advanced Technical Skills, a private company limited by guarantee and funded by the Thames Freeport. Their role is to broker training for businesses, and they are majoring on apprenticeships. The College needs to consider where it has capacity – possibly short courses on AEB for sales teams etc that can be offered to SEATS.

David Warnes thanked Ruth Gilbert. They will follow up Cirdori. The College is working with SEATs currently but there is an issue that their focus in engineering and electrical which are areas in which the College does not have capacity. Ruth Gilbert suggested that the College should proactively send a list of those courses that they do have capacity in.

**AGREED: THE PSR COMMITTEE AGREED TO RECOMMEND THE MANAGEMENT ACCOUNTS TO 31 DECEMBER 2023 TO THE BOARD.**

**ii. Local Government Pension Scheme and TPS– Actuarial Review and financial implications**



## LGPS

- Latest actuarial review was March 2022
- 31 March 2023 College paid 21.1% with deficit contribution of £89.7k
- 1 April 2023 College paid 29.9% with reduced deficit contribution of £70k. This is an additional £6k pcm, £24k increase on the year.

## TPS

- This will raise by 5% from 1 April
- The College receives £408k from ESFA towards this
- The DfE will give no increase from 1 April to 31 July
- There is no news on funding for next year
- The College's pension contributions to 31 July 2023 £770k
- Pension costs are forecast to be £927k to 31 July 2024

The College will make representation to the ESFA and DfE. David Warned added that the AoC is lobbying for this support nationally and the FEC will also mention this. The funding is based on this year's contributions and the issue will be further compounded if the agency staff are replaced with substantive staff.

### iii. High Level Forecast compared to Project Future

This is a high-level forecast to show that the forecast is £168k more in income and currently £300k overspend on non-pay on energy and increased exam costs. **A surplus of £311k is forecast. The detailed reiteration will target the bottom line.**

Governors asked what the impact of the recent English and maths announcement and if it will come into force this year or next. The first expectation is that increased delivery will be 2024/25 but there will be no penalty until 2025/26 for not providing this

Governors asked how concerned the Board would be about the letter of representation from the Bank. Debs Hurst has met with the bank and was reassured the College needs to provide an updated CFFR to 2025/6 to the bank but there was no indication that the bank will insist on calling in the loan. She has modelled the CFFR without the predication that the Barclays loan be paid by Dfe which would show breach of covenant at its worst. The bank has suggested that either the College waives the covenant for July 2024 (depending on how the forecast for the following two years) or alternatively the bank looks at EBITDA and cash balances and rebalance the loan. For the latter option the bank would only charge legal fees, but this will be around £20k. Once the annual accounts are finalised, Debs Hurst will revisit this and continue the conversation with the bank. Currently there has been no suggestion that the interest rate be raised. Should this be mentioned the College will challenge as the loan is a ten-year fixed

	rate but it is thought unlikely as should the terms be renegotiated it would be viewed as a new loan and then be reviewed by the DfE.	
8.	<p><b>ESS progress report</b></p> <p>Taken as a confidential minute</p>	
9.	<p><b>Learner Numbers and Financial Implications 2024/5</b></p> <ul style="list-style-type: none"> <li>The College has received exceptional in-year growth due to over recruitment of 16–19-year-old learners in 23/24 of <b>£214k</b>. Payments will begin in March 2024.</li> <li>The DfE has announced a small number of funding changes relating to 16-19 funding in 24/25. These announcements along with the College’s past performance result in a forecast 16-19 allocation that is an <b>increase of £1.3 million</b> compared to 23/24. The actual allocation is expected in March 2024.</li> <li>The College has increased its subcontracting arrangement with The Skills Network by £72,400 taking its overall value to £143,900 for 24/25. The College has an existing arrangement with Learning Curve Group for £71,500. This takes overall subcontracted AEB funding to £215,400. This equates to 25% of our Adult skills allocation (the maximum cap). Both subcontractors had hit their targets this year already.</li> </ul> <p>Governors thanked Ruth Gilbert for her constructive suggestions of routes to increase in-year income which the SLT will follow up.</p> <p>Governors suggested that the College focusses more effort on those areas which are working effectively to realise as much benefit from those as possible as they have been proven to work. There has been a marked buy-in from the Heads of Department and this will be built upon for 2024/25.</p> <p>Governors asked if the costs of delivery are increasing or closing. Debs Hurst said that the funding is excellent but if the College models the position that all the vacancies are all filled – the costs for salary and pension etc will be considerable at circa £1m. Timing and efficiencies will be critical to how this pans out.</p> <p>The Committee said that if this situation of increased recruitment continues would this put the College in a better or worse position. Mark Emerson said this is hard to answer definitely as so many variants with risks but in general positive. The T level funding has been increased by 10% for last year and this but may not continue. The position is good as there is increased income which closes the gap between funding and cost of delivery but the increased demand for maths and English will lead to costs for which funding is unclear. Mark Emerson reminded governors that the impact of lagged funding does affect the</p>	

	<p>College as they have to support teaching costs whilst waiting a year for the cash.</p> <p>Ruth Gilbert commented that the maths and English funding is dire despite its increase. Massive College groups are managing this through having large groups working at scale and running them like boot camps. The College needs to acknowledge the realities and consider how to manage the situation practically. It should consider scale, online, fast track delivery models.</p> <p>Richard Davidson responded that, as an employer, he can't support the notion of a bootcamp for maths as industry needs learners to understand maths and wants to see students have a quality long term approach to maths.</p> <p>Ruth Gilbert sits on the Skills Advisory Board and has seen no reason to believe that there will be future funding uplifts for T levels.</p> <p>Governors commended diversification, that which has already happened and invited David Warnes to share more of the College's plans.</p> <p>Debs Hurst reminded governors that:</p> <ul style="list-style-type: none"> <li>• Recent growth has seen the College go from £16.8m to £18m</li> <li>• It is now projected to generate £21m.</li> <li>• The target for project future was £22m.</li> <li>• The College needs to maintain and monitor its cost base.</li> </ul>	
10.	<p><b>Report on KPIs FOR 2023/4 (Finance &amp; HR)</b> The paper was taken as read as the key HR KPIS are in Item 6 key Finance KPIS are in item 8.</p> <p>Governors asked for benchmarking against the equivalent position last year.</p> <p><b>ACTION: DH will amend the report to show a comparison going forward.</b></p>	
11.	<p><b>Estates report</b> The College has engaged Peter Marsh consultants to review the College estate, report on functionality and suitability for delivering the updated Strategic Plan. The scope and status of the work was to:</p> <ul style="list-style-type: none"> <li>• Stage 1 - Review the Education Strategy against current provision and new provision</li> <li>• Stage 2 Evaluate the existing estate – results can be found in the Condition and Functionality report in the appendices folder</li> </ul>	

	<ul style="list-style-type: none"> <li>• Stage 3 Conduct a SWOT analysis on both campuses. This is in DRAFT, refer to the DRAFT Estates Strategy Report in appendices folder.</li> <li>• Stage 4 Options analysis to be completed</li> <li>• Stage 5 Identifying preferred Option.</li> </ul> <p>Overall, the condition of the College estate is quite good, and the report served to offer an update until the full report from Peter Marsh to the Board at the meeting on 22 March 2024.</p>	
12.	<p><b>Sustainability report</b></p> <p>The College is progressing well with its Climate and Sustainability strategy and on track to achieve the overall goal of reducing carbon emissions by 75% by 2035.</p> <ul style="list-style-type: none"> <li>• The College is in year two of its programme.</li> <li>• The procurement will come out of the ESS change.</li> <li>• Working with ECC on a green travel plan to be implemented this year.</li> <li>• Much work in the Curriculum is underway.</li> <li>• Renewable energy centre to be in place by end of March</li> <li>• EON will run a retro fit bootcamp.</li> <li>• The College has had funding from Essex County Council to run a careers and jobs fair at the end of April.</li> <li>• £4k for secret garden form Chelmsford Council.</li> <li>• Campus side will dovetail into the estates strategy.</li> </ul> <p>Governors acknowledged this impressive progress that is being made in a quiet and consistent way.</p> <p>Measures outlined in this report are both aimed at addressing the College’s carbon footprint through various estates and resource linked initiatives and preparing students for future green skills career pathways within the curriculum plans.</p> <p>Governors noted that this is an impressive and critical piece of work for the college both practically and culturally.</p> <p><b>ACTION: DETAILS OF THE SUSTAINABILITY BOOT CAMP WITH EON AND CHP.</b></p>	
13.	<p><b>Risk management and risk register</b></p> <p>The detailed risk register has been updated. The key financial risks are:</p> <ul style="list-style-type: none"> <li>• Financial <ul style="list-style-type: none"> <li>○ Defunding of qualifications</li> <li>○ Finalising the Annual Report and Accounts</li> <li>○ Mitigation concerning Bank Covenants</li> </ul> </li> <li>• HR <ul style="list-style-type: none"> <li>○ Unable to recruit to key management and curriculum positions.</li> </ul> </li> <li>• Estates</li> </ul>	

	<ul style="list-style-type: none"> <li>○ Sports Hall – DW and DH are meeting with the Council to secure funding to make the necessary improvements.</li> </ul> <p>Governors said that risk 8 shows an improvement in student attendance from 15 to 12 and asked if this student attendance will get better as a result of mitigations. David Warnes said this will be a focus for the Ofsted visit. There have been both strategic and operational actions, the College is yet to see overall headline rate improvement although there are pockets of improvements. The retention rate is much higher than last year, and a great deal of work is being done to support this. Current attendance rate is 2% above outturn of last year.</p> <p>Governors commented that learners attend College but then don't go into classrooms.</p> <p>The Committee suggested that it is important to consider if the students who were retained but did not achieve were better off than if they had left had the mitigations not been put in place.</p>	
14.	<p><b>Any other business notified to the Clerk in advance of the meeting</b> There was no other business.</p> <p>The meeting closed at 18.26</p>	
15.	<p><b>Date of Next Meeting</b> 18 June 2024</p>	