

**Full Board meeting  
FRIDAY 5 DECEMBER 2025 AT 14.00  
Princes' Road, Chelmsford and via MS Teams™**

## MINUTES

**Members:** Sheila Salmon (Chair), Richard Davidson (Vice Chair), Trevor Bolton (Vice Chair), Sarah Atkinson, Rachael Cornwall, Tim Grimwood, Matt Dearsley, Naomi Heskitt, Daniel Holland, David Holmes, Christian Norman, Jaya Patten, David Peace, Rak Rehal, Paddy Reilly, Helen Russell, Nadia Themis, David Warnes (CEO).

**College Officers:** Debbie Garroway, Debs Hurst,  
**Director of Governance:** Ra Hamilton-Burns

An item marked in **GREEN** on the left-hand column has been pre-scrutinised and is being recommended by a sub-committee. This delegation is designed to allow the Board to focus on key strategic issues on the agenda whilst still ensuring that they have sight of information and ultimate decision-making power.

		<b>Action</b>
1.	<p><b>Apologies for absence</b> Nadia Themis had sent apologies.</p> <p>David Holmes and Rachael Cornwall joined the meeting online. Stuart MacKay, partner at McIntyre Hudson joined the meeting online for Item 9.</p> <p><b>Welcomes for new staff governor</b> – The Chair welcomed Tim Grimwood to his first Board meeting as staff governor.</p> <p><b>Confidentiality</b> – Professor Sheila Salmon expressed disappointment that no governor had come forward in response to her email inviting members to explain the recent breach of confidentiality. She reminded the Board that it is critical that trust and confidentiality are maintained at all times. This also includes the content of all papers and discussions until the minutes are agreed and, when appropriate made public. She also outlined the requirement for confidentiality, adherence to the Code of Conduct and the impact of non-adherence.</p> <p>Governors discussed the gravity of the situation and the impact on Board trust and culture. It was agreed that this was a serious matter and that the Board would adopt a no-tolerance approach to any proven breach in the future. The Director of Governance had sought advice from Eversheds Sutherland who had outlined the options, but it was felt that to pursue an individual on the balance of probabilities was not appropriate at this time.</p> <p>The Director of Governance reminded Governors that they have the power to act under the Code of Conduct which each member signs and the Instrument 10.2.a:</p> <p style="margin-left: 40px;">(2) If at any time the Corporation is satisfied that any member –</p> <p style="margin-left: 80px;">(a) is unfit or unable to discharge the functions of a member;</p> <p style="margin-left: 80px;">the Corporation may by notice in writing to that member remove the member from office and the</p>	

	<p>office shall then be vacant.</p> <p><b>AGREED: THE BOARD UNANIMOUSLY AGREED THAT ANY FUTURE PROVEN BREACH OF CONFIDENTIALITY WOULD RESULT IN A MEETING TO AGREE THE IMMEDIATE LOSS OF OFFICE OF THE INDIVIDUAL CONCERNED.</b></p>	
2.	<p><b>Declarations of interest and to notify any confidential items</b></p> <p>David Peace declared that he had been appointed as a Trustee treasurer at <a href="#">Peer Power</a>, a charity to support children who have experienced trauma. He had updated his declaration of interest. The Board congratulated him on the appointment.</p>	
3.	<p><b>Minutes of the previous meetings</b></p> <p><b>Corrections:</b></p> <p>The spellings of the following:</p> <ul style="list-style-type: none"> <li>• Steve Prigmore</li> <li>• Richard Davidson</li> </ul> <p><b>AGREED: THE BOARD AGREED THAT THE MINUTES OF THE BOARD MEETING HELD ON 19 SEPTEMBER 2025 WERE A TRUE AND ACCURATE RECORD.</b></p>	
4.	<p><b>Matters arising / actions</b></p> <p>The Board noted that the actions had been completed.</p>	
5.	<p><b>CEO's Report</b></p> <p>David Warnes noted that there have been a number of significant changes in policy since the last meeting. The February Development day will take a deeper dive into the policy landscape, and it is hoped that more will be known then. It is worth flagging the sheer number of policy initiatives and changes coming over the horizon in the next couple of years. There are 17 significant policy changes just contained in the CEO's report. This will have a considerable impact on the College leadership team as each will require a considerable amount of work.</p> <p>Since the paper was drafted, the Essex devolution has been delayed by two years, this will have considerable implications which have yet to be understood. A governor commented that Tom Walker, the interim CEO setting up the new mayoral authority, is to continue in that role.</p> <p>The <a href="#">SEND reform national conversation</a> is underway and colleagues were encouraged to participate in the consultation. There is concern in colleges that the unintended consequence of trying to support schools with the pressure around may, in turn, take away the access of colleges to SEND resource. The AoC is working closely with colleges to monitor and manage these risks.</p> <p><b>Prosperity report</b></p> <p>The Board had recommended a social impact report. A draft is in the GVO, and a final version will come in the New Year.</p> <p>The economic value of the College had been assessed by an external agency, and this is ahead of the sector as the AoC is working on a template for all colleges.</p>	

- The College generates **£670 million in gross GVA** annually, supporting **9,088 jobs**. Students contribute **£546 million GVA** through a 20% lifetime earnings uplift in their status, alongside **£85.5 million** from student spending, **£22.2 million** from staff salaries (301 jobs), and **£10.1 million** from supply chains.
- Using the Social Value Engine (SVE), accredited by Social Value International, the College is assessed as delivering **£52.8 million in social value** from a £21.6 million investment, achieving a **£2.36 Social Return on Investment (SROI) per £1**—this is in line with benchmarks for high value.
- The College is aligned with UN Sustainable Development Goals, social impacts include: **£27.1 million** (Decent Work and Economic Growth), **£20.7 million** (Sustainable Cities and Communities), **£2.1 million** (Quality Education), and **£1.1 million** (Good Health and Wellbeing).
- **Achieves a £2.36 social return on each £1**

Work is ongoing on an annual impact and influence report which includes statistics but has wider information about external facing activities and the College being an anchor in the local community. This will be released in the New Year.

Governors welcomed this report and looked forward to further focus on how the College might work with local organisations to deliver social value and where to focus. They discussed a potential commercial opportunity to develop a revenue stream working with local businesses. Governors asked how this figure benchmarks against other institutions to give some context. The College is at the benchmark for other colleges although others have a far larger revenue.

David Warnes noted that in the R14 funding report for 24/2, the Adult Skills Budget came in at 109% of target.

The Board congratulated the College on this result.

David Warnes gave a presentation on the pay award which had been discussed and agreed with unions the day before the meeting. He assured Governors that the recommendations are all within the envelope of the pay award agreed by the Board in the budget for 2025-6 and the cost of implementing 5% (teachers) and 4.1% (business support) from December 25 £407k.

He offered thanks to Debs Hurst, Taofik Olowosale, and the team for reaching this agreement. The proposal was:

- Comprehensive Pay Strategy, Pay Policy and Pay Procedure agreed with union
- A minimum of 5% pay award to all teaching\* staff (AoC recommendation 4%)
- A minimum of 4.1% award to all other staff\*\* (including a 4.1% new National Minimum Wage)
- The above to be awarded from December 2025 (paid in January 2026 due to payroll timing)
- A review of Market Rate Premiums / Retention payments when the individual agreements expire

	<ul style="list-style-type: none"> <li>• A new minimum starting salary for ALL teachers (qualified and unqualified) of £32,916, matching the starting salary of schoolteachers</li> <li>• An additional uplift for approx. 31 staff to align salaries to benchmarks or for pay parity reasons</li> </ul> <p><b>Non-pay benefits already agreed:</b></p> <ul style="list-style-type: none"> <li>▪ Additional day's holiday for birthday</li> <li>▪ Additional closure day at Christmas</li> <li>▪ WFH and flexible summer policies</li> <li>▪ Campus closures</li> </ul> <p><b>AGREED: THE BOARD AGREED A PAY AWARD FOR STAFF AS FOLLOWS:</b></p> <ul style="list-style-type: none"> <li>• <b>A MINIMUM OF 5% PAY AWARD TO ALL TEACHING* STAFF (AOC RECOMMENDATION 4%)</b></li> <li>• <b>A MINIMUM OF 4.1% AWARD TO ALL OTHER STAFF** (INCLUDING A 4.1% NEW NATIONAL MINIMUM WAGE)</b></li> <li>• <b>THE ABOVE TO BE AWARDED FROM DECEMBER 2025 (PAID IN JANUARY 2026 DUE TO PAYROLL TIMING)</b></li> </ul>	
6.	<p><b>Student Governors' feedback</b></p> <p>Daniel Holland and Naomi Hiskett had interviewed students in the College to ask for their views on what they liked about the College and what might be improved. This had resulted in a video montage to create a vox pop which can be accessed here:</p> <p><a href="https://youtu.be/2n2WHHmNsTY?si=wxAM8DCvLbfpdDp1">https://youtu.be/2n2WHHmNsTY?si=wxAM8DCvLbfpdDp1</a></p> <p>The Board thanked the Student Governors for the insightful video and asked if there was an update on bursaries and if there had been an increase in uptake. Debbie Garroway clarified that the school meal allowance is £5.</p> <p>Governors focused on one comment in the vox pops that it was felt that the student voice is not heard by the DfE and recommended to the student governors that they should encourage their colleagues to input into the <a href="#">white paper consultation</a>.</p> <p>Professor Salmon thanked both student governors for making the vox pops and for attending the AoC national conference. She suggested that the staff council might produce a similar vox pop. A Governor suggested that governors might shadow a student for a day to understand better what the experience and challenges are like.</p> <p>Governors asked for learning walks in between board development days as they give such an invaluable insight. David Warnes reminded them that this is part of the link governor scheme which is structured to arrange such visits via the link member of staff. Amy Simmonds will be the point of contact for facilitating this. Another governor suggested that sitting in the canteen is illuminating and allows governors to gain insight into student life.</p>	
7.	<b>Risk Management Report</b>	

The reports had been scrutinised and were recommended by the Audit and Risk Committee. Jaya Patten observed that there is discrepancy between the report and the appendix. He commented that from a Board point of view, even after mitigation, there are 8 residual risks and 3 are minimalist, 4 risk averse and 1 risk neutral. This would suggest that the guardrails might be misplaced, and the Board might review the risk appetite on another occasion. It was agreed that a bespoke twilight session to focus on the risk appetite would be arranged.

**ACTION: RHB to arrange a risk appetite twilight session in the Spring term**

Governors questioned if it was prudent to downgrade the risk rating of the MIS system from RED to AMBER. It was understood that the system is now implemented but there is still a risk around the question is it delivering all that is needed of it. Debs Hurst said it said it has moved from RED to AMBER as it has now been implemented. There are issues reported but it is up to the teachers to work with the MIS team to understand the specifics of what isn't working in attendance reporting as it might be user error rather than the system. Governors commented that if the College does not know definitively it is still a risk and very important.

**ACTION: Debs Hurst to drill down on the risk around MIS and reconsider if the move from Red to Amber was appropriate**

**AGREED: THE BOARD AGREED THAT THE RISK REGISTER AND DARTBOARD WERE APPROPRIATE FOR KNOWN RISKS**

8. **Finance Report**

Debs Hurst summarised that the College is on target for where it needs to be at year-end.

**a) Management Accounts 31 October 2025**

- For the period ending 31 October, the College including Dovedale Nursery CIC report net operating income as showing £353k compared to a budget of £325k. This is an expected position at this point in the financial year as budgeted income and salaries are phased evenly over the year.
- Total income for the period was £5.730m compared with a year-to-date budget of £5.985m, representing a 4% (£255k) adverse variance against budget, due to adult skills sub-contracting income. Total expenditure was £5.377m compared to budget of £5.660m a favourable variance of £284k.
- Cash holding at 31<sup>st</sup> October 2025 is £2.61m which equates to 29 cash days in hand of which £720k relates to restricted cash. The current year end cash position is £2.15m.
- Financial Health continues to be rated 'Good.'

The key financial risks are:

- Control of agency costs to reduce the risk of overspending on salary budget which will impact on cash if not supported by additional income.
- Learner retention as this impacts on future income streams if we lose learners during the year,
- Continue to improve cash holding to maintain financial resilience.

- Regularly review of going concern to ensure viability into the future.

**b) Learner numbers and financial implications 2025-6**

- Full Time 16-19 enrolment remains strong and has built on the record numbers from last year – currently 2,581 learners compared to an allocation of 2,489.
- Next year’s allocation will be based on next month’s ILR returns – It is expected that enrolment numbers may reduce slightly before this due to withdrawals.
- If learner numbers are maintained above 2,551 then the College will receive in year growth funding for the second consecutive year.
- Lower than projected T-Level recruitment will result in an in-year clawback in 2025/26 of circa £190k.
- The strong recruitment of this year combined with the increase in full-time learners in 24/25 will have a positive impact on the College’s 2026/27 allocation.

**ACTION: PSR will monitor learner numbers and recruitment and the impact on budget.**

**c) Curriculum area contributions analysis**

The caveats were outlined:-

1. This is based on the **current budget** which means it is based on budgeted income/expenditure (curriculum plan) and not actual income generated from learner/apprenticeship numbers. The next iteration of the budget will be adjusted to work on 'actuals'. The totals agree back to the management accounts and the total comprehensive agreed in the budget £492k.
2. Budget changes have not been processed for the change to Electrical, Plumbing, Engineering sections which have moved across departments.
3. A review of human resource data is required to ensure that staff costs are attached to the correct area. We will need to look at a methodology to cross charge where staff teach in different areas.
4. The overhead analysis is a basic apportionment and needs to be a blended model. Overheads will be allocated on a specific methodology such as sq. metres used for Estates, transaction numbers for finance, marketing etc.
5. Agency budget has been allocated based on the % of actual costs incurred Aug - October for the full year but using the budgeted figure of £1.2m.
6. There is an estimated allocation of income to Billericay Football Academy. This needs to be calculated on enrichment hours which will reduce income in the departments where these learners are based. e.g. Business & Sport.
7. The Refectory does not include costs for free school meals. The increase in national minimum wage in April 2025 and high food costs is resulting in losses rather than break-even position. Procurement reviews underway.
8. Once data is confirmed as correct a deep dive into areas where contribution is negative will be carried out.

**Next steps:**

**In year:** The contribution analysis will be combined with the ongoing curriculum efficiency audits to identify any cost efficiencies and ensure existing and proposed new programmes are making an agreed contribution (or are identified

as loss leaders)

**Future planning:** The contribution analysis will be used when curriculum planning for 2026-27 with each Department agreeing a target contribution rate

David Warnes commented that now that the R04<sup>i</sup> is now closed this can be fed into the report and this will allow more granular analysis for a report to go to the PSR in the Spring and onwards to Board. Debs Hurst reminded the Board that the spreadsheet is drawn from a number of sources, so the College needs to be constantly vigilant about the validity of the data.

Governors commented that the conversation on catering should be on value not on Price, a Governor who had been in the canteen during the lunch period had noted that there is a great deal of food that is 'beige' and fried and therefore not necessarily healthy. There is a dichotomy between offering what students want to buy or what they might be convinced to buy which might raise the value proposition. Debs Hurst is working with the procurement officer and the director of student experience to understand what students want, and how to meet this requirement. David Warnes asked Daniel Holland and Naomi Hiskett to work with students to support this initiative to understand what students want in the canteens.

**ACTION: Student governors to work with fellow students to ascertain the requirement of the canteen service and feedback to the Executive Team**

Governors asked how the College is learning from the clawback experience of last year. The clawback was specifically linked to a T level option and further work is needed to clarify both student and parent expectation and understanding in this area. David Warnes cautioned that there would be a further issue with the launch of V levels which might further complicate the ability to forecast in a competitive market. The implications of new policies on the College and policies will be discussed at the Board development Day. It was confirmed that the lower enrolments in T levels is a national situation with the exception of Writtle which had increased applications for a unique course.

#### **d) Proposed Capital Programme 2025-2028**

In addition to using the remaining condition funding grant received in May 2025, (c£600k), the proposed capital programme is shown in table one and is dependent on securing additional sources of funding.

<b>Project &amp; funding source</b>	<b>Estimated Cost</b>	<b>When</b>
Dovedale Nursery expansion – from ECC grant if available	£200k	By Sep 2026
Brick Workshop (potential CTEC funding)	£1.2m	By Sept 2026 or 2027 (funding permitting)
Toilets PR (condition funding balance)	£600k	By Sept 2027

	<p>Improve Refectory facilities PR (external extension) – Potential new DfE capital grant April 26</p>	<p>£1.5m</p>	<p>By Sept 2029 (Funding permitting)</p>	
<p>9.</p>	<p><b>Financial statements and annual returns (recommended by PSR and A&amp;R Committees)</b></p> <p><b>Stuart MacKay joined the meeting at 15.00.</b></p> <p>Debs Hurst reminded the Board that the following documents were being presented and would require signatures before submission:</p> <ul style="list-style-type: none"> <li>i. a - Annual report of the Audit Committee to the Board. b – Draft external findings report</li> <li>ii. Draft Annual Report &amp; Financial Statements 2024-5 inc: <ul style="list-style-type: none"> <li>a. Report of the Governing Body</li> <li>b. Statement of regularity, propriety, and compliance (RSAQ)</li> <li>c. Statement of responsibilities of the members of the Governing Body</li> <li>d. Independent Auditor’s report</li> </ul> </li> <li>iii. Dovedale nurseries annual report &amp; financial statements</li> <li>iv. Annual report of the internal auditors</li> </ul>			

	<p>These had already been scrutinised by the Audit and risk and Policy, sustainability and resources committees which make up the majority of Board members. There have been the agreed updates to the Annual report and independent auditor’s report.</p> <p>Stuart MacKay summarised:</p> <ul style="list-style-type: none"> <li>• The audit had gone well this year – much better than last</li> <li>• Main audit risks were carried out and addressed as planned</li> <li>• Adjustments had been identified by the Finance Team</li> <li>• There were a number of control recommendations none of which were ‘A’ grade</li> <li>• There had been six new recommendations</li> </ul> <p>He noted that by the time the findings of the audit of the prior year are presented the College is halfway through the next academic year and it is expected that the recommendations will be cleared down. He had nothing of huge significance to report, and MHA anticipates the reports being unqualified.</p> <p>Professor Salmon thanked MHA and the Finance Team for the hard work that had resulted in these reports being ready for the Board meeting and expressed particular pleasure at the expected unqualified outcomes.</p> <p>The College has moved to good financial health, and the finance record will be submitted with the ARA. All documents will be signed by David Warnes and Sheila Salmon via Docusign before 19 December. She also offered thanks to the Board members who had supported the process – Trevor Bolton, Richard Davidson, David Holmes and David Peace. Debs Hurst was thanked for co-ordinating all the efforts to get the reports completed in such a timely fashion.</p> <p><b>AGREED: THE BOARD AGREED TO RECEIVE AND ACCEPT THE ANNUAL REPORT OF THE AUDIT COMMITTEE FOR 2024-5</b></p> <p><b>AGREED: THE BOARD AGREED TO APPROVE THE CHELMSFORD COLLEGE ANNUAL REPORT AND FINANCIAL STATEMENTS YEAR ENDED 31 JULY 2025.</b></p> <p><b>AGREED: THE BOARD ACCEPTED THE DOVEDALE NURSERIES ANNUAL ACCOUNTS WHICH HAD BEEN SIGNED BY A MEETING OF THE DOVEDALE NURSERIES</b></p> <p><i>Stuart MacKay left the meeting at 15.10.</i></p>	
10	<p><b>Quality &amp; Learners’ Matters</b>  <b>Self-Assessment Report 2024-5 &amp; Quality Improvement Plan 2025-6</b></p> <p>Debbie Garroway reminded governors that a draft of the SAR had been presented to the Quality and learners’ committee, and it had been further refined. The SAR and heatmap have been finalised as a result of R14. This is now a report to reflect upon and plan improvements.</p> <p>The College recommended a grade for overall effectiveness as GOOD (2) for 2024–25. While this broadly equates to ‘Expected Standard,’ it is important to note that adult learning programmes and apprenticeships require improvement,</p>	

as current performance remains below national benchmarks. These areas present the greatest risk to achieving consistently high standards.

**Key Strengths**

- 16–18 outcomes improved by +1.9pp, exceeding the national rate by +3.7pp (representing 70% of provision).
- Significant improvements in Level 2 outcomes for 16–18 learners (+6.1pp and significantly above national).
- GCSE English and maths for 16–18 learners outperform national FE benchmarks by +4.3pp.
- Strong performance in Functional Skills across all ages (+10.2pp English, +15.5pp maths).
- Gender parity achieved in classroom-based provision outcomes.

**Priority Areas for 2025–26**

- Apprenticeships: Despite a modest improvement (+0.6pp), outcomes remain below target.
- Teaching and Learning: Targeted enhancements to raise achievement in underperforming areas.
- Attendance: Improving 16–18 attendance to support progression and attainment.

Professor Sheila Salmon had attended a SAR validation meeting and had been impressed by the panel’s commitment to drilling down and the complex work involved.

Christian Norman thanked the College team for their hard work and said that that the QIP is a good reflection of the improvements arising from the SAR. The focus of Quality and Learners’ Committee will be changed to a deep dive on the priority area. Debbie Garroway noted that Sean Parker has worked really hard to pull together the SAR appendices.

Governors commented that the next Ofsted visit will be in 2.5 years’ time and that the apprenticeships were judged as ‘requires improvement’ at the last visit. It is hoped that the grade will be improved. Debbie Garroway commented that despite Ofsted saying that the inspection is likely to be easier for colleges, the introduction of five outcomes had raised the bar. In terms of apprenticeship outcomes, the College now manages the funding rules more wisely so it is expected that it will perform better. Debbie Garroway will hold a twilight for governors in the New Year to outline the new regime.

**AGREED: THE BOARD APPROVED THE SAR REPORT FOR 2024-5**

**AGREED: THE BOARD APPROVED THE QUALITY IMPROVEMENT PLAN FOR 2025-6**

The Board thanked Debbie Garroway and Sean Parker for the work that had gone into these documents. Prof Salmon also thanked Christian Norman for his leadership on the Quality and Learners’ Committee.

**11 Committee minutes to note – approval is by the committee at their next meeting**

- i. Search – 7/10/25
- ii. Quality and learners’ committee – 4/11/25

	<p>iii. PSR – 25/11/25 iv. Audit – 2511/25</p> <p>The Board noted the report.</p>	
12	<p><b>Recommendations from Committees</b> – all were taken ‘en bloc’ <b>AGREED: THE BOARD AGREED THE FOLLOWING RECOMMENDATIONS FROM COMMITTEES:</b></p> <p><b>Search, Governance and Remuneration Committee – 7 October 2025</b> 12.ia Governance Improvement plan – to be updated post Development Day 12.ib – SPH annual report 12.ic- mentoring policy</p> <p><b>12.ii Quality and learners’ committee - 4 November 2025</b> 12.ii.a– SAR agreed as a discrete Item 10 12.ii.b – College Quality Improvement Plan - agreed as a discrete item 10 12.ii.c – Annual safeguarding report 12.ii.d – Curriculum intent strategy 12.ii.e – Safeguarding policy 12.ii.f – Prevent policy 12.ii.g – Prevent strategy and action plan</p> <p><b>12.iii Audit – 25/11/25 – recommending all items under Item 9 and:</b> 12.iii.a - Risk management report as a discrete item 7 12.iii.b - Going concern</p> <p><b>Joint meeting of ARC and PSR – recommending all under main agenda Item 9:</b></p> <ul style="list-style-type: none"> <li>• Annual report of the Audit Committee to the Board</li> <li>• External audit findings report</li> <li>• Chelmsford College Draft accounts 2025</li> <li>• Regularity self-assessment questionnaire (RSAQ)</li> <li>• Dovedale Nursery CIC draft accounts</li> <li>• Internal audit annual report 2024-5</li> </ul> <p><b>12.iv PSR – 25/11/25 – all items under item 9 and:</b> 12.iva – Subcontracting policy 12.ivb – Health, safety and welfare policy 12.ivc – Health and safety report 12.ivd – Business continuity plan 12.ive – Business continuity policy</p>	
13	<p><b>Any other business</b></p> <p><b>I. Appointment of Directors to Dovedale Nursery CIC</b></p> <p>In order to manage possible conflicts of interest and to ensure transparency, the current directors of Dovedale Nursery CIC had made the decision to appoint two external members who were not members of the Chelmsford College Board.</p> <p>A request for interest was circulated to current parents and stakeholders of Dovedale Nursery, and two applicants have shown interest:</p> <ul style="list-style-type: none"> <li>• Ms Tahima Begum – Parent/Neighbour. She is currently a Programme Director with Department for Education. She has knowledge of education policy, stakeholder engagement and understands the responsibilities of Directors to ensure safeguarding, compliance and financial oversight.</li> <li>• Ms Lucy Herbert – Parent. She is currently a trading Director at Carlsberg/Britvic. She is very enthusiastic about this position and is a great advocate for the nursery.</li> </ul>	

	<p>The Chelmsford College Board was asked to approve the appointment of the above parents as new Directors of Dovedale Nursery CIC for a maximum of three years. The new Directors will commence term of office from 5<sup>th</sup> January 2025 when all necessary governance arrangements are in place. There will be three Board meetings per year one of which will be the Annual General Meeting to approve the Annual Report and Accounts.</p> <p><b>AGREED: the Board agreed that Ms Tahima Begum and Ms Lucy Herbert are appointed as independent directors for Dovedale Nursery community interest company for a maximum period of three years from 5 January 2025</b></p>	
14	<p><b>Date of next meetings</b></p> <ul style="list-style-type: none"> <li>• Friday 6 February 2026 all day</li> <li>• Friday 13 March 14.00</li> <li>• Friday 26 June 14.00</li> </ul> <p>The meeting ended at 15.45</p>	
	<p><b>Part B meeting – confidential the staff and student members withdrew. This item was taken as a confidential item.</b></p>	

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<sup>1</sup> The date at which enrolments are deemed to be confirmed