

**CHELMSFORD COLLEGE  
BOARD OF THE CORPORATION  
25 March 2022**

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**Minutes**

Minutes of a Meeting of the Board of the Corporation held at the Committee Room, Moulsham Street Campus, Chelmsford and via MS Teams on Friday 25 March 2022 at 2.00 pm.

**PRESENT:** Amanda Montague (Chair)  
Andy Sparks (Principal)  
Trevor Bolton (Vice Chair)  
Jenny Beaumont \*  
Janet Church  
Richard Davidson  
Nedas Laurinavicius \*  
Sarah Noble  
Christian Norman \*  
Jaya Patten \*  
Paddy Reilly  
Barbara Vohmann  
Doug Zeeman

**IN ATTENDANCE:** Debs Hurst (Deputy Principal, Finance & Corporate Resources)  
Debbie Garroway (Vice Principal, Curriculum & Quality) -  
- till 3.15 pm  
Rob Millea (Clerk to the Corporation)  
Joanne Harrington (Assistant Clerk)

In addition, the following representatives of the FE Commissioner's team and the ESFA were present in person for Agenda item 6 (minute **1558**):

Steve Hutchinson (FEC)  
Becky Edwards (FEC)  
Laraine Smith (FEC)

Malcolm Rodrigues (ESFA)  
Lyselle Kendall (ESFA)

\*Denotes attendees via MS Teams: all others attended in person

**1543. APOLOGIES FOR ABSENCE**

Apologies for Absence were received from Susan Hughes (leave of absence). Presley Devenny (Student Governor) was absent.

#### **1544. DECLARATIONS OF INTEREST AND NOTIFY ANY CONFIDENTIAL ITEMS**

The Clerk to the Corporation renewed his declaration that he acts as Company Secretary of Essex Shared Services Limited.

Barbara Vohmann renewed her declaration as an employee of Anglia Ruskin University and her involvement with links between ARU and Writtle University College.

The Deputy Principal, Finance & Corporate Resources renewed her declaration as a Member Representative on the Essex LGPS Advisory Board.

The Principal and Jaya Patten declared their interests as Directors of Essex Shared Services Limited.

Christian Norman declared his interest as an employee of Essex County Council – Adult Community Learning.

Trevor Bolton declared his interest as non-executive Chair of Navitas UK Holdings Limited, which company runs a number of embedded Colleges within universities offering mainly foundation level courses (Access equivalent).

The following **confidential** item was notified:

- Agenda Item 6 – College Strategic Future: Report & Presentation from the FE Commissioner’s team
- Agenda Item 6 – as above: Governors’ questions and discussion

*A separate minute has been prepared in connection with this item and is attached to these Minutes.*

#### **1545. URGENT BUSINESS**

There were no items of Urgent Business.

#### **1546. MINUTES OF THE MEETING HELD ON 10 DECEMBER 2021**

The Minutes of the Meeting held on 10 December 2021 were **APPROVED** and **SIGNED** by the Chair.

#### **1547. MATTERS ARISING**

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

The College Strategic Plan (updated) was published on 1 January 2022.

After enquiry to the ESFA, the Principal advised that the Tuition Fund must be used in accordance with the funding guidance.

The Audit Committee reviewed the Financial Regulations on 1 March 2022 and **RECOMMENDED** some minor changes regarding retitling of SPH positions for approval by the Board (see also minute **1549.5**). these were **APPROVED**.

The DPFCS provided a verbal update on reasons for staff leaving (question from Richard Davidson at a previous Meeting). Leaving interviews are held and the majority of leavers (50%+) move to another FEDEC College. There are a variety of other reasons for departures, e.g., retirement, personal circumstances, moving to different part of the country.

The DPFCS also referred to the issue of compliance with the Lloyds bank covenants and this is covered in the Finance Report below. There are no issues with the Barclays covenants (see minute **1549**).

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

## **1548. PRINCIPAL'S REPORT**

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

### **Overview**

He referred to the following issues:

- The academic year continues well
- Support for staff/learners is being offered due to the impact of the war in Ukraine
- COVID-19 figures are stable but there is disruption due to staff absences and staff are requested to self-isolate if they have tested positive
- 'Living with COVID' guidance from Government is being followed, including removal of floor markings and posters but good hygiene and ventilation is being promoted
- An OFSTED inspection of the Nursery is expected at any time
- Retention is 92% similar to pre-pandemic levels
- Curriculum planning underway for 2022/23

- Student behaviour has been very good generally but there have been some low-level behavioural issues
- The new Construction Centre at Princes Road is complete and operational
- Details of Showcase events were provided – very positive
- The Active Support work from the FE Commissioner is complete and the recommendations from them are covered in the confidential minute.

### **Future Me Campaign**

A number of events have been run to try and ensure students are well informed about the next steps they can consider in the education and employment pathway. They have included **Industry Week, National Apprenticeship Week** and **Progression Tutorials**.

These activities have been supported by internal and external marketing campaigns through social media and printed materials.

### **Video Work**

To reflect the use of social media sites by students, the Marketing Department has been producing a selection of video content for their information:

- Meet the CAMs
- Promoting College Life
- Construction Centre promotional video
- Sports Hall facilities and Football academy video
- Student case studies
- Employer Alumni

### **Enrolment and funding**

The College funding allocation for 2022/23 for 16-18 core learners has been received and as expected, shows a large increase of c. £2million compared to the current year, due to increased recruitment in September 2021 and an increase in the national funding rate per student.

The increase is conditional on forty additional hours being added to full-time study programmes.

Apprenticeship income continue to perform well, helped by Government incentive schemes during the pandemic, and the budget should be met, if not slightly exceeded.

The AEB budget achievement remains challenging and is being closely monitored by the SMT to ensure no clawback arises for this year.

Although retention is down compared to last year by 3pp, forecast achievement rates are in line with agreed targets. Progress is monitored through the PPRs and PRBs regular meetings.

## **Finance**

Finance matters highlighted by the Principal are covered in the Deputy Principal's Report – see Minute **1549**. Management is forecasting a break-even budget for 2021/22.

We expect to meet all bank covenants with the exception of the Lloyds Bank debt service covenant at 31<sup>st</sup> July 2022. We are in discussions with Lloyds Bank to either change the requirements of the bank covenant (current it requires 10% increase in cash year on year) or receive a waiver before 31<sup>st</sup> July 2022 for this year.

## **Staffing**

This is covered in Minute **1529**.

## **Curriculum Issues and Quality Improvement**

- Curriculum Improvement Plan for 2021/22 being activated and reviewed by Q&L Committee – see minutes **1552** and **1555**
- Six areas of full curriculum intervention for 2021/22 – all making progress – the biggest challenges are in Business and Electrical
- Attendance difficult in English, Maths and Personal Development sessions
- Ofsted roadmap in place as the action plan for inspection preparation
- Planning for T Levels continues as does planning for the IoT curriculum
- Middle manager training is in progress and will be completed in May 2022, covering performance management, managing priorities, and managing difficult situations

## **Estates**

This is covered in Minute **1549.3** and includes

- Completion of the new Construction Centre
- Separate room for a CAD suite for Construction funded by T Level capital

- Capex will be limited to £300K maximum for the next couple of years to strengthen the College's cash position
- Further bids for T Level equipment will be made
- Continue to work on IoT bid with South Essex College

## **Risk**

This is covered in minute **1554** – the Principal emphasized the current RED risks

- Academic capacity to deliver T Levels
- Functional skills intervention plan
- Protection from COVID for staff and students
- Staff recruitment to vacancies in certain areas difficult

## **Governor questions**

The Chair asked how to mitigate the T Levels academic capacity issue – the Principal explained that the issue is the role and capacity of senior management in embedding the new T Levels.

The Chair commented that there needs to be a review of staffing levels to inform the development Plan for the College.

Trevor Bolton asked about student interest for next year. The Principal was quite confident that enrolments may be 50+ higher for 2023/24 year which will underpin continuing increases in income for the College under the lagged funding model.

The Principal's Report was **NOTED**.

## **1549. FINANCE REPORT**

### **1549.1 Budget 2021/22 and Forecast**

The Board were informed that the forecast for the year will achieve a break-even position, based on current knowledge, in line with the Budget approved by the Board in July 2021. There are changes within income and expenditure lines in the recent forecast compared to the original budget, but they broadly balance out.

Payroll costs will rise later in the year due to rise in NMW, implementation of a pay review and the NI rise from April this year. Additional income has come from the Tuition Fund to support students in Maths and English. A key challenge is to restrict agency staff expenditure as far as possible within the need to meet students' learning needs.

Full details of the known fluctuations are itemised in the Finance Report provided to the Board

## **1549.2 Management Accounts for the six months ended 31 January 2022**

The Deputy Principal, Finance & Corporate Resources presented the Management Accounts for the six-month period ended 31 January 2022 for discussion, comment, and approval by the Board. These accounts have been reviewed by the two designated Finance Governors (Jaya Patten and Amanda Montague).

For the year to date, the College is showing an operating deficit of £58K against an original budgeted deficit for the period of £206K, a favourable variance of £148K. The results comprise £104K College deficit and £46K surplus arising from the Nursery.

Total income amounted to £8.052 million and total expenditure amounted to £8.110 million. Income is £107K below budget mainly due to lower achievement in AEB but the figures to date are phased and should improve. However, the AEB is being closely monitored as it continues to present a risk.

Meanwhile, expenditure is £255K better than budgeted, due to staff costs savings of £117K and favourable variance on other operating expenditure. Pay expenditure will rise as the year progresses.

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.

The Financial Health table with detailed calculations of the scoring on the ESFA methodology was provided to members.

At 31 January 2022, group net assets stood at £14.5 million, including cash of £0.9 million and revalued fixed assets of £30.4 million.

There are currently 29 days cash in hand, the FEC requirement is 25 days every month. At year end we expect to be at 25 days.

The current ratio stands at 0.47.

Pay expenditure as a percentage of income is 70% against budget of 69%, but above the ESFA target of below 65%. This is caused by the lower income of the College under the lagged funding model for this year,

effects of increased agency staff expenditure and lower income due to COVID.

Borrowing as a percentage of income is 20%, well within ESFA tolerances, but slightly higher than target of 19%, again due to lower income levels.

The Board **APPROVED** the Management Accounts for the period ended 31 January 2022.

The DPFCS provided a verbal update on the **Management Accounts to 28 February 2022**, which have been completed.

The deficit to 28 February 2022 is £173K against a budgeted deficit to that date of £260K, a favourable variance of £87K.

The DPFCS made the following points:

- debt covenant issue with Lloyds (see below)
- expectation remains that break even will be achieved for 2021/22, excluding LGPS pension adjustments
- ESFA Financial Health remains Requires Improvement
- Staff cost savings are being eroded due to necessary and increased levels of agency staff to cover vacancies
- pressure on salary costs due to impact of NMW, NI increases and 1% pay award delayed since September last

The **debt service covenant** for **Lloyds Bank** has been met at 28 February 2022 but is unlikely to be met at 31 March. Furthermore, the debt service covenant will not be met at 31 July 2022 as the College would need to have £1.7million in cash reserves (which is not likely) and the DPFCS is in productive discussions with Lloyds to obtain a waiver at that date or to negotiate a reduced number of covenants, primarily the debt to service covenant.

The Board were reminded of the consequences of non-compliance in the annual accounts and on the audit. If the covenant is in breach at 31 July 2022 (even if agreed post facto by Lloyds), this would require their loan to be disclosed wholly as a current liability in the accounts. Therefore, agreement by Lloyds by way of waiver before 31 July 2022 is essential.

This issue is now shown on the Risk Register and will be reviewed at the next Audit Committee Meeting in June.

#### **ACTION: DPFCS**

There is no issue with the debt covenant with Barclays either presently nor is it likely at 31 July 2022.



Jenny Beaumont was concerned about the slow payment of High Needs Funding by Essex County Council. It was agreed that the College needs to institute a more robust arrangement in place with ECC regarding payment of High Needs Funding. The Principal said the College has been delivering the service effectively free for a whole term until the College eventually received payment. The DPFCS said a better contract on a draw down basis would be a way forward.

**ACTION:DPFCS**

### **1549.3 Property Update**

The Board were informed that the **new Construction Centre** at Princes Road has been completed and is being used by students. All funding claims have been met by SELEP and the overall project came in slightly under budget.

In addition, the Board were informed that the **proposal to refurbish Dovedale Sports Hall**, in collaboration with Chelmsford City Council, which was approved in principle at the last Board Meeting, is being developed with detailed plans and costings being prepared.

The Sports Hall is owned by the College and usage shared between the College and the City Council – a joint use facility.

A **presentation** to the Board of the proposal will be given by the Joint Development Team at the July Board Meeting. The Board were reminded that the College has made it clear that the College's financial support to the refurbishment is limited to £300K over several years. The Council has funding for this project of £1.5million.

**ACTION:DPFCS**

The Board was informed that the College has been included in the **South East Institute of Technology** project with South Essex College and it is expected to be signed in June/July 2022. There will be capital funding of £240K to redevelop part of the Learning Resource Centre at Princes Road to create an Engineering CAD suite and an HE learning area.

The DPFCS informed the Board that there will be limited capital spend in 2022/23 in order that the College may build its cash resources.

### **1549.4 Learner Numbers and Funding for 2021/22 and 2022/23 allocations**

The College recruited an increased number of full-time **16-18 students** this year compared to last year (by 128 from 2118 to 2246), which is the highest number the College has seen.

The proportion of full-time learners in this recruitment has increased which will impact positively on the College's 2022/23 16-18 funding allocation – higher by about £2million, under present rules. This results from higher enrolment as noted above and the increase in the national funding rate per student. The College is required to deliver an additional forty annual hours to the full-time study programme for each student, which is likely to cost around £500K.

Recruitment of **19+ students** is marginally ahead of target (AEB) at this stage of the year but remains an ongoing challenge. Efforts are underway by Senior Management to ensure this funding line is maximised, which may include obtaining additional volume early next year. It is acknowledged that this is a risk and is shown in the Risk Register.

**Apprenticeship** recruitment/starts are above last year (+18), even though it was expected to be impacted by the effects of the pandemic. The position is quite encouraging. It has been helped by the extension of employer incentive payments by the Government. Conversely, recruitment is not helped by the level of bureaucracy which faces employers in recruiting and maintaining apprentices.

**Advanced Learner Loans** recruitment has declined from last year and is forecast to outturn below last year's figure (£40K). It is due primarily to lower numbers in Access Provision - Health. Some learners now qualify for government funding rather than taking out a loan in this area.

Taken as a whole, there is reasonable confidence that the budgeted income for the year (see below) can be achieved.

The Report was **NOTED**.

### **1549.5 Financial Regulations**

The Board **APPROVED** the revised Financial Regulations (no substantive changes) on the recommendation of the Audit Committee at its Meeting on 1 November 2022. The Regulations, as amended, have been placed on the governors' portal.

### **1549.6 Bad Debt Report**

The DPFCS included in the Finance Report an Aged Debtor analysis, which had been considered by the Audit Committee on 1 March 2022.

The Report to the Audit Committee noted the following:

- Circumstances where customers are invoiced for fees
- Invoicing to ECC for High Needs income
- Invoicing to users for rental of space
- Fees to Nursery users
- Debt management is not a risk on the risk register
- Provisions for bad debts were made in the 2021 accounts - £11.8K for the College and £24.6K for the Nursery on a prudent basis
- The DPFCS reviews the debt position monthly
- There is no history of bad debts in the College

The current debt position was explained. The College is awaiting settlement of a long outstanding debt amounting to £11.8K. Settlement depends on relevant apprentices all completing their courses and being signed off by the client, which is expected post April 2022.

The Nursery long overdue debts (121 days+) amount to £13K, which is £11K less than the July 2021 provision. Most of this should be collected but, if not, it has already been provided for. The ESS debtor control team is assisting in collection – in some cases, the DPFCS has agreed payment plans with the debtor.

The position was **NOTED**.

## **1550. HUMAN RESOURCES REPORT**

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

The key points were:

- **Turnover** to date for this academic year annualised is 25.11% against 13.64% to this date last year (last year affected by COVID) and a target for the year of 18%. The AoC benchmark (2019/20) is 14.8%, but it is higher in the South East. This has slightly improved in the last few weeks.
- The increased turnover is common in FE Colleges generally and reflects a number of factors possibly the end of the furlough scheme and lockdown restrictions being lifted and staff taking the decision to balance their work/life split. Also, some staff have sought a change in employment to a position where there is more flexible working between home and office
- Staff **recruitment** activity continues to be high, and staff have been recruited to eighteen posts since December principally through face-to-face recruitment processes
- There continues to be a requirement to use agency workers to fill 'hard to recruit' positions (14 such workers at present) – this

creates additional cost burden for the College which is unlikely to cease for the remainder of this academic year

- Use of Indeed for certain recruitment which is resulting in receipt of more applications
- Sickness **absence** was slightly lower than target at an average of 4.55 days (6.64 days last year to this date). The target for the year is 5.2 days per person per annum. The current AoC benchmark is 5.4 days in the Eastern Region
- The College continues to be active in **Mental Health and Wellbeing** initiatives and the Report covers the various initiatives put in place, recognising the additional challenge of lockdowns and return to 'normality'
- Some examples of recent activity include podcasts, aligning with National Campaigns, cycle to work scheme, Staff Wellbeing Newsletter, intranet area for Mental Health and Wellbeing.

**Detailed summary of COVID-19 related issues** was included in the Report covering the following:

- Implementation of the government's 'Living with COVID19' Plan
- Although not a legal requirement, the College is still requiring staff who test positive to self-isolate for 5 days or until two LFTs are negative
- Online COVID reporting system now obsolete with cases being reported as part of College online sickness reporting system
- No staff fatalities due to COVID
- Staff being provided with two boxes of LFT if needed
- Twice weekly testing still required for staff in Extended Learning and Special Provision
- Stay Alert Policy has been updated

The Board was also informed that the Kickstart Scheme will end on 31 March 2022. One staff member has been recruited under the Scheme.

**Employment Relations** remain positive. A Meeting with UCU and Unison is planned before the Easter Break.

All sixty HR policies have been reviewed and updated where necessary, with assistance from the College's legal advisors, Peninsula – they are legislatively sound and fit for purpose. They are reviewed periodically.

Incremental pay progression continues to be reviewed for some staff for this year, subject to budget constraints. Five staff have received increments in January.

LSA conditions of employment have been reviewed driven by high turnover, recruitment difficulties and the changes to the National

Minimum Wage from April 2022. The contract has therefore been changed from hourly paid to a salaried fractional contract. After consultation, twenty-two staff out of forty have signed up. Discussions continue with the remaining eighteen staff. Staff have the option of remaining on their existing terms.

The Dovedale Nursery pay structure has been reviewed to ensure competitiveness (high levels of turnover being experienced) and the impact of the NMW. Staff will be informed of changes in April.

A further NMW impact has necessitated several changes to the business support pay scales to ensure differentials are maintained. Staff not affected by the changes in NMW will receive a 1% pay rise – these changes will take effect in April.

There have been no claims made to Employment Tribunal and two grievances have been raised formally.

### **Gender Pay Gap Report**

The Board **RECEIVED** this Report, which summarised the key elements of the Gender Pay Gap, and is based on data as at 31 March 2021 (so it is nearly a year out of date).

The mean gap for the College is 20.1% (last year 19%) and the median gap is 34.9% (last year 32%).

The gender split in the workforce is 70% female and 30% male as at the snapshot date.

The percentages have not moved significantly from last year – the gender pay gap for the whole economy is 15.4%. The College's gap is broadly in line with the rest of the education sector.

The reasons for the changes from last year were documented in the Report along with improvements which can be tried.

The DPFCS reiterated the fact that the College gender pay gap does not arise from unequal pay between men and women for the same work but is a result of the roles which men and women work within the organisation and the salaries attached to those roles.

Nationally, men are more likely to be in the top two quartiles whilst women are more likely to be at the lower end of the organisation – especially true in education sector, due mainly to the flexibility at that level in working hours and weeks such as term time only.

It was noted that cleaning was outsourced in October 2021 so this will influence the figures next year.

The Board noted that not having equality of pay for the same work is unlawful whereas a gender pay gap is not.

The Board **RECEIVED** the Report and **AUTHORISED** its submission to Government.

Otherwise, the Reports were **NOTED**.

### **1551. SUBCONTRACTING ARRANGEMENTS 2021/22**

The Principal **PRESENTED** a Report updating the Board on the College's sub-contracting delivery for the 2021-22 year, which had been presented to the Quality & Learners Committee at their Meeting on 22 February 2022 by the Director of Information Services.

As in recent years, the College continues its arrangements with Qube Learning to provide provision for the unemployed in conjunction with JobCentre Plus (contract value £200K) following **APPROVAL** by the Board in December 2021. This will start in April 2022.

There are no other sub-contracting arrangements for 2021-22 and none further are planned.

Achievement by learners during 2020-21 (151) was virtually 100%.

The quality of provision is closely monitored through

- Regular operational meetings
- Visits to check existence of learners and their eligibility for funding
- Lesson observations
- Internal Audit review as required by the ESFA

As a result, the College has strong assurance that the work being carried out is of a high standard.

The Board **RECEIVED** the Report.

### **1552. COLLEGE IMPROVEMENT PLAN 2021/22**

The CIP Monitoring Report for 2021/22, updated to 11 March 2022, prepared by the VPC&Q, was **RECEIVED** by the Board.

The Action Plan itemised actions agreed, RAG rated, according to progress to date.

The Board noted that, from January 2022, Business, Travel and Tourism has become an Intervention Area due to all KPIs in that area causing concern.

There are no RED issues at present as activity in each area is either complete or well underway towards targets.

The key elements of the covering Report were:

- Robust safeguarding
- Curriculum Development more widely for next year
- Attendance still a challenge at 83% (COVID-19 affected)
- COVID19 has had a detrimental affect especially on English & mathematics sessions
- Positive impact of intervention on Engineering, Apprenticeships and Media – the other three areas remain challenging
- Teachers’ planning good and well sequenced (86%)
- 74% of teachers meet all 5KE (5pp above 2018/19 figure) and re-observations being done in Phase 2 – target of 85% should be reached
- Increased focus on tutorial programme for adults has been positive
- T Level transition programme challenging
- Steady progress to improve digital pedagogy
- Further enhancement of the engagement with employers and other stakeholders
- Significant and continuing focus on the well-being agenda

The next steps to ensure continued progress are:

- Focus on final achievement outcomes
- Curriculum planning for next year
- Finalise the new Student Experience Strategy for next year
- Ofsted preparation
- Strengthen the link with employers and other stakeholders
- Implementation of the Digital Strategy

### Governor questions

The Principal said the Report would be improved if the progress to date information shows how far it has proceeded along the path to achievement of the expected outcomes. Currently, it is difficult to judge if and when the outcomes of the CIP will be achieved. This was endorsed by the Board and will be implemented.

**ACTION: VPC&Q**

The Principal explained, in response to a question from Jenny Beaumont, the concept of a holistic grade profile for staff. It is a wider assessment of staff performance which is more comprehensive than just lesson observations of staff – e.g., it includes manager’s view of staff performance. This is facilitated now that there is more contact with staff as they have returned to campus.

### **1553. KEY PERFORMANCE INDICATORS**

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

The Principal mentioned that the higher enrolment levels this year will translate under the lagged funding model into £2million+ extra revenue for 16-18 EFA funded classroom learning.

Adult Learning is under achieving compared to target – this will be a focus by curriculum where learners are still on programme. It is an area of concern, but the number of learners is not large.

The items RAG rated as RED (behind target) are HE enrolments (fee income and head count) and the adjusted current ratio.

Staff turnover level is currently 25.1% against target of 18% for the year, but this target is expected to be achieved, as turnover levels are reducing.

Other measures currently AMBER rated are expected to meet targets by the end of the year (AEB budget, overall attendance at pre-pandemic levels and in-year performance).

#### Governor questions

Paddy Reilly asked if attendance at English & Maths has improved. The Principal said the position is neither better nor worse and it remains a focus for PAMs.

Jenny Beaumont noted that female student retention is slightly worse than male retention. The Principal agreed but said that female student achievement is better.

Sarah Noble said that some parts of the tutorial programme could be better (e.g., Media and Creative Arts and Engineering). There has been some negative feedback from students. The Principal said the tutorial programme has been problematic over the last few years and it needs



improvement. It will be given priority, having regard to the interest Ofsted will have in the programme.

The Chair asked if subcontracting could be undertaken earlier in the academic year – this will be put in place for next year as it has slipped during the last two years due to the pandemic.

The Chair suggested that, in future KPI Reports, there be a short Executive Summary (bullet point format) highlighting areas of concern.

#### **ACTION: PRINCIPAL**

### **1554. RISK REPORT**

#### **1554.1 Register and Dartboard**

The Deputy Principal, Finance & Corporate Services provided the updated Risk Register and Dartboard as at 11 March 2022 and Members were directed to the Minutes of the Audit Committee held on 1 March 2022 where a detailed Risk Management Report was received and discussed.

The DPFCS stated that an internal audit of Risk Management has been completed and was reported to the Audit Committee on 1 March 2022. **Significant assurance** was given and **no** recommendations were raised. **Four value added points** were noted.

The DPFCS pointed out that the current risk status on the Register is that there are 31 key risks noted, made up of 4 RED risks (as noted below), 16 AMBER risks and 11 GREEN risks.

The four RED risks are COVID-19 staff protection processes, Functional Skills intervention plan, Staff Recruitment and T Level implementation including equipment/capital works.

Further information on the risks can be found in the Audit Committee Minutes for 1 March 2022.

The Register continues to show internal and external sources of assurance addressing the items in the Risk Register.

#### **1554.2 Risk Management Policy**

The DPFCS indicated that this is being reviewed and will be considered at the Audit Committee Meeting in June.

#### **ACTION: DPFCS**

## **1555. GOVERNANCE MATTERS**

The Clerk **PRESENTED** this Report.

### *Minutes of Committee Meetings*

The Board **RECEIVED** a copy of the unapproved Minutes of the following Committee Meetings which have taken place since the last Board Meeting on 10 December 2021, as follows:

- Audit Committee – 1 March 2022
- Quality & Learners Committee – 22 February 2022

The Board also **RECEIVED** the Report on the Board Development Day held on 4 February 2022 (which is deemed Confidential) – these have been approved by the Chair.

The Clerk **REPORTED** on current Governance Matters for consideration by the Board.

### *Governor Appointments and Recruitment*

The Board now has one vacancy for an independent governor and the Q&L Committee has one vacancy as does the Audit Committee.

A potential candidate, who has strong financial and managerial experience, is being considered and a panel of Governors is meeting with the candidate on 8 April 2022.

### *Clerking Services 2022/23*

The Clerk **REPORTED** that he had received an Expression of Interest from an experienced individual seeking a new Clerking appointment. This will be followed up.

No progress has yet been made on the formal recruitment process for his replacement, as noted in the SGR Minutes of 9 November 2021, as it is intended this will follow the governor appointment mentioned above.

### *Leave of Absence*

The Board **APPROVED** a request from Susan Hughes for leave of absence from the Board for personal reasons for the remainder of this academic year, backdated to 10 February 2022.

### *Re-appointment of auditors*

On the recommendation of the Audit Committee at their Meeting on 1 March 2022, the Board **APPROVED** the re-appointment of Price Bailey as external auditors of the College Group for the current academic year.

The Board also **APPROVED** the re-appointment of Scrutton Bland as internal auditors of the College for the 2022/23 academic year.

### *Establishment of a Policy Sustainability & Resources Committee*

Following discussions at the Board Development Day on 4 February 2022 (see Report of that Day), the Board **APPROVED** the proposal to establish the above Committee with effect from 1 August 2022.

The Clerk will prepare detailed proposals on this matter for consideration by the Search Governance & Remuneration Committee at its Meeting on 17 May 2022 covering the following aspects:

- Terms of Reference
- Suggested Membership of the Committee (ensuring no members of PSFR are also members of the Audit Committee)
- Meeting dates and Schedule of Business

The Board will be asked to approve the final detail of the establishment of the PSR Committee at the Board Meeting on 7 July 2022.

### *Proposed Meeting Dates for 2022-23*

The Clerk tabled a list of suggested dates for next year, including provision for Meetings of the new PSR Committee. This is subject to change/refinement.

## **1556. ANY OTHER BUSINESS**

Barbara Vohmann said she was pleased with student behaviour and the general College atmosphere today. Security staff very effective generally, an orderly environment.

Paddy Reilly had attended a Student Voice Meeting earlier today and said it was excellent, with well informed and stimulating questions from students on a whole range of topics.

In response to a request from the Principal, Jenny Beaumont agreed to attend the Safeguarding Committee at 2.15 on Wednesday 11 May 2022 as Susan Hughes is on leave of absence.

Sarah Noble mentioned the Governor Champions Report mechanism structure and asked governors to complete the forms which will be sent to governors shortly. The feedback on governor visits will be collated and reported back to the Quality & Learners Committee and to College staff. It is being coordinated by Sarah Noble and Debbie Garroway (VPC&Q).

**1557. DATES OF NEXT MEETINGS**

Wednesday 30 March 2022 at 2.00pm (Special Meeting to discuss College Strategic Future)  
Thursday 7 July 2022 at 2.00 pm

There being no further business, the Meeting terminated at 5.15 pm.

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