

**MINUTES OF A MEETING OF THE CORPORATION BOARD
HELD IN THE TONY EDWARDS BOARD ROOM ON
TUESDAY 24 OCTOBER 2023 AT 5.30 PM**

Present: Independent Board Members

Mr D Allsop (Vice Chair)
Ms L Sewell
Mr C Bozeate
Mr M Sowerby
Mr M Short

Staff and Student Board Members

Mr C Todd (Principal & Chief Executive)
Ms H Brennan (Academic Staff Member)
Ms N Dixon (Support Staff Member)

Other Attendees

Ms R Holmes (Director of HR)
Mr A Hayday (Interim Vice Principal – Finance & Resources)

The meeting was confirmed quorate, with more than 40% of the actual Board membership present.

The Vice Chair welcomed everyone to the meeting. A warm welcome was extended to Mr Short who returned to the Board following a sabbatical. A warm welcome was also extended to Mr Hayday who was in attendance in his role of Vice Principal – Finance & Resources (Interim).

1. Apologies for Absence

- 1.1. Apologies were received from Ms V McDermott (Chair) , Mr S Howard (Governor), the Deputy Principal and Interim Clerk to the Board.

2. Declarations of Interest

- 2.1. There were no declarations of interest.

3. Appointment of Chair

- 3.1. The Vice Chair presented his report. The purpose of the report was to update the Corporation Board on the recommendations of the Search & Governance Committee held on 29th September 2023 pertaining to proposals to confirm the Chair's appointment.

3.1.1. On initial appointment, it was agreed that, after a probationary period, the Chair's performance would be appraised. The appraisal exercise was completed, considered by the Search & Governance Committee and discussed with the Chair.

3.1.2. All Board members took part in the appraisal exercise conducted by the Vice Chair and 11 responses were received. All responses were positive, marks given were very high

and constructive suggestions for further performance improvement were well received by the Chair.

3.1.3. Members of the Search & Governance Committee enthusiastically endorsed the Vice Chair's recommendation that the Chair's appointment be confirmed by the Committee and the Board.

3.1.4. Questions/comments were invited.

The Board approved the recommendation of the Search & Governance Committee to confirm the appointment of the Chair as a Governor for a four-year term, commencing on 24th October 2023. However, based on the Standing Orders (item 4.2) this will be reviewed after two-years.

4. Minutes of Previous Meetings and Matters Arising

4.1. Minutes – Corporation Board held on 26th September 2023

4.1.1. The Principal reported that he wrote to the AoC regarding the funding the College will receive within the Education for Young People funding strand, to support staff pay. Mr Hughes (Chief Executive AoC) replied to the Principal and informed him that he had been lobbied by quite a few Colleges who have also been adversely impacted and he agreed that he will discuss this with the DfE. Mr Hughes also informed the Principal that if an alternative funding methodology had been applied; this would have resulted in independent training providers receiving a large amount of funding; rather than Colleges. During the communications with Mr Hughes, the Principal took the opportunity to raise the issue of Lecturer pay gaps opening up between Colleges as a result of the DfEs approach to allocating funds. Mr Hughes agreed to pick this up with the DfE.

4.1.2. The Principal reported that progress has been made towards the remaining actions on the Actions Register.

4.1.3. A member asked for an update regarding Safeguarding Training for Board members. The Principal reported that a date has been proposed for the training in November. The Board agreed it would be helpful if the training could take place either before a Board meeting or before the Board Lunch in December. It was agreed the Interim Clerk will arrange this.

The Board approved the minutes of the meeting held on Tuesday 26th September.

4.2. Minutes – Search & Governance Committee held on Friday 29th September

4.2.1. The Vice Chair invited comments from the Board regarding the Search & Governance minutes of the meeting held on 29th September.

4.2.2. In relation to the Governance Support (item 6) a member asked if the job description for the Governance Professional role had been completed. In response, the Principal reported the job description has been drafted and has a governance development focus. The job description is currently with the Committee Chair for comment, however, due to her recent illness, this has stalled somewhat.

4.2.3. The Principal also reported that he had discussions with the Chair regarding the option of appointing a law firm to deal with the Governance aspects of the role; with the admin support being provided by the Interim Clerk. Discussion took place. It was agreed the Principal and Vice Chair will pick this up. Once the Head of Governance



job description has been agreed; it will be circulated to the Board for comment; prior to the position being advertised.

- 4.2.4. The Governance Development Plan proposed by the Search & Governance Committee was approved by the Board and thanks were expressed to the Executive Team for the work done towards the Development Plan during the absence of a Governance Professional.

The Board:

- **received the draft minutes of the Search & Governance Committee held on Friday 29th September**
- **approved the Governance Development Plan**

4.3. Minutes – Remuneration Committee held on Friday 29th September

The Board:

- **received the draft minutes of the Remuneration Committee held on Friday 29th September**
- **approved the Terms of Reference**

4.4. Minutes – Quality and Standards Committee held on Tuesday 3rd October

4.4.1. The Committee Chair updated the Board regarding the Committee review carried out during the summer. As part of the review process, the Committee Chair spoke to members of the Committee, gathered examples of Terms of Reference from various colleges and consulted the DfE guidance relating to best practice.

4.4.2. As a result of the review, the Terms of Reference were strengthened. The purpose of the Quality & Standards Committee is to advise the Board on the quality of the teaching and learning for the college, including oversight of the College's Quality Improvement Plan.

4.4.3. The first meeting of the Committee went well, however, it was noted the expansion of Committee membership is welcome, to bring depth to the Committee. It is anticipated the recruitment of new Governors will address this.

The Board:

- **received the draft minutes of the Quality & Standards Committee held on Tuesday 3rd October**
- **approved the Terms of Reference**

5. Strategy and Direction

5.1. Principal and CEO Report

Before the Principal began, he informed the Board that he has changed the style of his report. The format used is similar to a template established by the Education and Training Foundation (ETF). The report focused on KPIs based on the Strategic Plan and 'what keeps him awake at night' (supporting KPI information was provided in Appendix 1).

5.1.1. The Principal introduced his report. The purpose of the report was to provide the Corporation Board with a clear view on current risks and opportunities; the position of the College on its journey to achieving its strategic objectives; and the matters of concern.



- 5.1.2. **KPIs** - In terms of performance against KPIs, positive progress had been made in apprenticeships and education programmes for young people, with clear growth evident.
- 5.1.3. **Staff Survey** - The staff survey also demonstrated significant progress; in terms of staff morale and cultural alignment, which was very positive.
- 5.1.4. **Appraisals** - On a less positive front, appraisal completion rates were a little low (63%), but this is improving significantly with a current rate of 74%. The aim is to achieve 100% compliance in the next few weeks.
- 5.1.5. A member asked if there was any particular reason the appraisal completion rates were low. In response, the Principal reported the appraisal window for Managers and staff were at the same time. Some Managers held back completing the appraisals with their Teams until they had received theirs; and this resulted in the completion window being rather tight. However, going forward, the appraisal window for Managers will be different to staff.
- 5.1.6. A member asked if the appraisal window included objective setting. The Principal reported the appraisal format used, was the same as the model used for Senior Postholders and includes objective setting. Once all appraisals are complete, useful data will be obtained including values alignment and performance by group.
- 5.1.7. **Apprenticeship Achievement** - The College is still reporting lower achievement rates than it would like overall, although the overall achievement rate in 2022-23 is better than the national average in 2021-22. Progress is still required in Health and Social Care, which remains a key focus.
- 5.1.8. **Attendance** - The Principal outlined that he is concerned about attendance. The rates highlighted in the KPI table will improve once the data cleanse has been concluded; however, the big issue that is becoming more problematic relates to student travel to College. It was noted the Senior Leadership Team discussed the ongoing strikes within the Go-Ahead Group and the impact this was having on students getting to College. The strike would progress to indefinite action from the 28th October 2023. It was agreed that a detailed analysis would be undertaken to determine which students are affected by the strike. Options for the College to provide transport would be considered following this; on the basis that this is feasible operationally and financially. Discussion regarding student travel and the impact of the Go-North-East industrial action took place. It was agreed that the Principal will produce a report for the next Board meeting regarding student attendance.
- 5.1.9. **GCSE English results** - The Principal highlighted the College's GCSE English results as an area of concern, mainly because they are lower than he would normally expect. It reflects only a small number of students, and based on an initial analysis, does not look like an issue with the quality of teaching; but is an area to improve this year.
- 5.1.10. **Vice Principal – Finance and Resources vacancy** – This is a key vacancy within the Executive Team and will provide significant additional capacity and capability around financial management. Filling this role will support improved financial reporting to the Board, whilst also providing capacity to develop key systems such as risk management, budget setting and cash flow planning. An interim appointment has been made (Andrew Hayday), with the permanent recruitment campaign now live through AoC



Create. Shortlisting will be held on 13th November, and interviews will take place on 21st November.

5.1.11. **Governor Vacancies and Recruitment** – The College now has only five independent Board Members, excluding Mr Short, who has been on a temporary sabbatical. With the Principal and two staff members included, this is 8 members in total. The Instrument and Articles identify that the Corporation can have up to 16 members, plus the Principal/CEO, staff and student members. Ideally, the Corporation should have at least 12 Governors; therefore, appointments to the Board are required as a matter of urgency. The Instrument and Articles allow the operation at lower numbers for a period of time, subject to significant efforts being made to recruit new members. The Principal reported, in his view, the appointment of around 6 new independent governors to the Board is required. The Search & Governance Committee has been working with a recruitment partner (Periodot) to recruit new governors. Interviews will take place over the coming weeks for up to 5 candidates, and it is anticipated appointments will be made. Recruitment is likely to continue after this initial round, with another phase planned after Christmas.

5.1.12. **Political Conferences and Announcements** – The two main political parties have both held their annual conferences over the course of the last two weeks. The Principal's report included a short summary of the key announcements arising from each in relation to further education and skills. It was noted in both cases, the details to support the proposals are scarce and will likely be developed over the coming 12-months as a general election approaches. The party manifestos will be critical and once these are available; a more insightful view can be taken.

5.1.13. **Legal Case – MPM Approval** – (Redacted – Confidential Minute)

The Board received the Principal and CEO report and:

- noted the positive performance against the Strategic Plan KPIs.
- noted and considered the key issues, concerns, risks, and implications presented within the report.

5.2. Annual Staff Survey

5.2.1. The Director of HR introduced her report. The purpose of the report was to provide the Corporation Board with the results of the College's annual staff survey which took place in May 2023. The report provided an overview of the key findings. Detailed results were also made available to the Board for their perusal.

5.2.2. The Director of HR presented key highlights from the report, including information from the supporting data. The report was based on the staff survey which took place in May. The results were collated in-house, and submitted to York College, who co-ordinate the results on behalf of those colleges participating; subsequently sharing the results (albeit anonymously) to allow for colleges to benchmark their position.

5.2.3. Overall, the College came 1st in three out of the six categories, 2nd in two and 3rd in one. This is a change from last year, where the College were 1st in four categories and 2nd in the other two. However, every single category result for the College has seen an improvement this year on last, some significant. Of the 46 Colleges in the group, five are 'Outstanding', and the remaining 41 are 'GOOD' in their most recent Ofsted inspection reports. The Ofsted outcomes of the participating colleges has improved this year, which may go some way to explain our slight drop in ranking despite



improved results. It was noted the College overall staff satisfaction rating is 93%. The target in the Strategic Plan is 90% and the aspirational target is 95%.

5.2.4. Information was shared with the Senior Leadership Team including comparison data of last year to this year, for senior staff to share and discuss with their Teams.

5.2.5. The results of the survey are extremely positive and encouraging, however, in order to improve the results where required and at least maintain otherwise, the following actions have been identified:

5.2.5.1. **Communication** – This is consistently the least well performing category and will be addressed by starting an improved structured series of Senior Leadership Team meetings incorporating key messages from the Executive Team and Corporation Board, as well as each member of the Senior Leadership Team providing input to the rest of the team from their area of the business. It is planned for the Executive Team to attend occasional team meetings, to ensure key messages are being communicated and also to allow direct communication and an opportunity to provide feedback for the staff.

5.2.5.2. **Workload** – Although still a positive score with 87% of staff feeling that leaders and managers are considerate of their workload and well-being, this has reduced from 90% last year. Workload has been identified as a sector wide issue by the national trade unions and The Association of Colleges have established a Workload Working Party with a view to developing a sector wide workload pledge. Should this materialise, the College would look to embed this into their practices.

5.2.5.3. **Professional Development** – One of the Strategic Objectives in the newly refreshed Strategic Plan is to “Deliver a range of purposeful professional development activities that supports staff in the enhancement of their knowledge and skills”.

The Director of HR invited questions and comments.

5.2.6. A member noted it was a good set of results, however, when she looked at the detail behind the survey, she noticed issues such as IT running slow etc. She wanted assurance that this has been addressed and communicated to the relevant staff.

5.2.7. In response, the Director of HR confirmed this was the case.

5.2.8. The member also noted the numbers in the supporting spreadsheet changed. In response the Director of HR confirmed this was due to some staff starting a question, but not completing it. The Director of HR confirmed that she has taken this as an action to look at.

5.2.9. A staff member suggested it may be worth asking staff if they like the style of questions, she also noted you can only either agree or disagree – there is nothing in the middle. In response the Principal reported the questions are prescribed.

5.2.10. The Principal noted that consideration should be given regarding how the results are communicated to staff.

5.2.11. The Vice Chair was keen to learn if there is anything that the Board can do to improve communication i.e. a Meet the Board session, or a Board Newsletter. In response the Principal reported the communication from the top down is good, however, communication from the middle tier down can be improved. Discussion took place and this flowed onto the engagement of Board members with learners. It was agreed that Board members should contact Helen Brennan regarding learner engagement opportunities and also the dates for Wellbeing days.

The Board received the Annual Staff Survey report:

- **reviewed and considered the findings of the annual staff survey and considered the areas for improvement;**
- **noted the actions identified to improve and maintain the level of results.**

6. Curriculum Quality and Learning

6.1. Self-Assessment and Quality Improvement Plan

6.1.1. In the absence of the Deputy Principal, the Principal presented her report. The purpose of the report was to provide the Corporation Board with an update on the process and development of the College's Self-Assessment Report (SAR) for 2022-23, together with an update on the formation of the College's Quality Improvement Plan (QIP) for the year ahead (2023-24).

6.1.2. Self-Assessment forms part of an annual cycle of reflection in Further Education Colleges whereby departments from across the organisation have time to reflect on their strengths and consider what they need to do better by reviewing performance data from a range of sources. This ultimately leads to the production of a Quality Improvement Plan containing improvement actions for the year ahead. For the 2021-22 year, a Self-Assessment Report was not produced; due to the external validation received from Ofsted in October 2022 and instead, pressed on with a Quality Improvement Plan based on Ofsted's findings and internal assessment.

6.1.3. In 2022-23, the process of self-assessment was more robust than previous years, with the introduction and implementation of a new planning procedure. The process began in March with the collation of departmental SARs which were then aggregated up to create area level SARs by provision type with Senior Leaders presenting the documents to the Executive Team for review and approval in May. This was followed by the production of a college level Self-Assessment Report which was used as a basis to formulate the Quality Improvement Plan with both documents being reviewed at the Quality and Standards Committee in early October.

6.1.4. The draft SAR and QIP documents were discussed in detail at the Quality and Standards Committee, which proved to be significantly helpful in providing wide-ranging feedback on both the content and presentation of the papers. These changes have been actioned and were reflected in the final documents presented to the Corporation Board.

6.1.5. The College has made good progress across a range of measures since the time of the Ofsted Inspection in October 2022; but it is also recognised through self-assessment a range of areas where improvements can be made to support the overall goal of providing an outstanding experience for all learners and apprentices. As such, a range of improvement actions have been identified throughout the QIP, these will be led by the Senior Leadership Team. From these actions, as advised by the Quality and



Standards Committee, six key areas of focus have been identified as priorities for 2023-24 to support the journey of continuous improvement. These areas are:-

- 6.1.5.1. **Governance** – The Executive Team recognise that Outstanding Providers have outstanding Governance. Therefore, recruitment of further new members with the appropriate expertise will be prioritised.
- 6.1.5.2. **Raising the Bar in Teaching & Learning** – Teaching, Learning and Assessment is strong across the provision, but the intention is to strengthen this further to ensure it is innovative and to stretch and challenge all learners and apprentices including the most able.
- 6.1.5.3. **Apprenticeships in Health & Social Care** – The quality of provision in Health & Social Care Apprenticeships has improved significantly in 2022-23. The intention is to ensure this continues in 2023-24 to enrich the learner experience and to match performance in other areas of apprenticeship provision.
- 6.1.5.4. **Raising Aspiration across 16-18 Provision** – Achievement within 16-18 classroom provision is consistently above national benchmarks, but the intention is to do more for young learners to raise their aspiration, support their progression and to further strengthen their personal development.
- 6.1.5.5. **T-Level Implementation** – Following the launch of the College's first T-Level in 2023, the intention is to successfully develop and rollout four additional T-Level programmes across areas recognised as national priorities to encourage more learners to study at Level 3. This will also support goals identified within the LSIP.

The Principal invited questions/comments. The Head of Quality & Standards noted the input at the Quality & Standards Committee from the Co-opted member was invaluable.

The Board received the Self-Assessment Report (2022-23) and Quality Improvement Plan (2023-24):

- noted the robust process undertaken in relation to self-assessment for 2022-23 leading to the finalisation of the College's Self-Assessment Report;
- approved the improvement actions identified within the Quality Improvement Plan for 2023-24, including the key areas of focus to be prioritised in the year ahead.

7. Management Accounts – 2023-24 Month 2

7.1. The Interim Vice Principal Finance & Resources introduced his report. The purpose of the report was to provide the Board with an update on the College's financial performance at the end of September (month 2 – 2023-24).

7.1.1. The College is projecting an EBITDA surplus at year end of £310k based on the budget that was agreed in July 2023. At this stage in the year, there is nothing to suggest that this will not be achieved and over the coming weeks, a forecast will be developed against which the month 3 management accounts will be presented.

7.1.2. It is likely around £300k of unfunded classroom based 16 to 19 activity, will be carried this year, due to the very positive recruitment in September. This is unlikely to be funded in 2023-24 but will be consolidated into the 2024-25 allocation which is very positive.

7.1.3. Learner Support Funds are likely to be significantly overspent in 2023-24 (circa £50k) due to a range of factors and were explained within the report. This will be carefully managed and will be addressed when the month 3 year-end forecast is produced. Going forward, a table will be included in the Finance Report regarding Learner Support Funds.

7.1.4. Cash balances are expected to decline this year; as a result of the repayment of under-utilised AEB funding (£620k), from last year and the recent capital developments. This will not materially affect the financial health score; but is worthy of note. A detailed review of cash planning will be progressed in the coming weeks.

7.1.5. Key risks were noted:

7.1.5.1. **Failure to achieve the apprenticeship income targets** – the year has started well, and as a result of higher than anticipated carry-in funding values, the Executive Team are confident that this will not be the case.

7.1.5.2. **Failure to achieve the adult education income targets** – this has been a significant risk for us in the last two financial years. The budget for 2023-24 is more realistic and the year has started positively. The risk will be carefully monitored once the R03 ILR return has been submitted.

7.1.5.3. **Failure to control expenditure effectively** – there is nothing to suggest at this early stage in the year that this is a significant risk. Close monitoring of expenditure and tight budgetary control should mitigate any potential risks as they arise.

7.1.5.4. **Failure to manage cash flow effectively** – this is an area of focus for the Interim Vice Principal – Finance & Resources. Although not a significant risk, this is an area where the College needs to make improvements and to secure improvements in the accuracy of cash flow forecasts.

The Interim Vice Principal – Finance & Resources invited questions/comments.

7.1.6.A member noted the Interim Vice Principal - Finance & Resources intention to manage cash flow effectively, she was keen to learn what improvements he plans to put in place and to gain assurance the improvements will be robust. Discussion took place regarding this and flowed onto the importance of ensuring appropriate high-interest bank accounts utilised, it was acknowledged this will require careful management and appropriate resource.

The Board received the Financial Performance (Month 2) report and noted the key points arising from the commentary presented within Appendix 1 of the report.

8. Board Matters

8.1. Policy Documents for Approval

8.1.1. The policies documents for approval were provided to the Board in advanced of the meeting and comments invited.

8.1.2. The Board **approved** the following policies:

8.1.2.1. Financial Regulations (new section 20) – **approved**

8.1.2.2. Safeguarding Children and Adults at Risk – **approved**.

8.2. Adoption of AoC Code of Good Governance

8.2.1. The AoC Code of Good Governance was provided to Board Members in advance of the meeting and also made available via the supporting documents folder.

The Board approved the adoption of the AoC Code of Good Governance for Further Education College as recommended by the Search & Governance Committee.

8.3. Governor Re-appointments – Mark Short

8.3.1. Mr Short left the proceedings for this agenda item.

8.3.2. The Vice Chair informed the Committee that Mr Short had reached the end of his second four-year term as a Governor and for the majority of the last year was on a sabbatical. The Vice Chair proposed Mr Short to be re-appointed as a Governor for a 12-month period, with effect from today (24 October 2023).

The Board approved the re-appointment of Mr Short as a Governor for a period of 12-months. This is still within the 10-year period the FE Commissioner regards to be effective.

Mr Short was invited back into the room and informed of the decision. He accepted the appointment for a 12-month period.

The Board approved the re-appointment of Mr Mark Short as a Governor for a final 12-month term.

8.4. Remuneration of Senior Post Holders

(Redacted – Confidential Minute)

The Board approved the recommendations of the Remuneration Committee on the remuneration of the College's Senior Post Holders

The Board noted:

- **the intention of the Remuneration Committee to develop a robust, regular and transparent process for setting senior postholder pay in future years.**

9. Any Other Items of Urgent Business

9.1. **ED&I Monitoring** – The Director of HR informed the Board this data has not been captured for Board members. However, going forward this will be done. Information gathered will also form part of the FE Work Survey and show the makeup of the Board. The Director of HR reported that Board members will receive a form for completion with an explanatory note including information regarding how long the information will be stored and how it will be used etc.



- 9.2. **AoC Governance Summitt** – Ms Sewell cited the AoC Governance Summitt that is scheduled to take place on 21 and 22 May, detail regarding this had been circulated to Board members by the Interim Clerk early in October. Ms Sewell reported that she would like to attend this online event and was keen to establish if she is OK to do so, given that the Governor Training Plan for Governors has not been finalised yet. In response, the Principal reported that he would be happy to support this, given that there are relatively few training opportunities available for Board members.

Meeting closed at 7.45 pm.

A handwritten signature in black ink, appearing to be 'J. Allard', is written over the 'Signed:' label.

Board Meetings

Actions Arising

Date of Meeting: 24 October 2023

Minute Ref	Action	Responsible Officer	Status & Deadline
4.1.3	Interim Clerk to identify suitable date for Safeguarding Training either prior to a Board meeting or prior to the Board Lunch in December	Interim Clerk	December 2023 Complete
4.2.3	The Principal and Vice Chair will finalise the JD for the Head of Governance role, circulate to the Board for their comment and market the opportunity accordingly	Principal and Vice Chair	November 2023 Complete To be advertised in the new year.
5.1.8	The Principal will produce a report for the Board regarding Student Attendance	Principal	5 December 2023 Complete – report on agenda
5.1.13	The Principal will contact Clare Morgan for an update regarding the retrospective approval of the MPM claim	Principal	November 2023 Complete – approval received.
5.2.9	Board Members are to contact Helen Brennan for details of learner engagement activities and dates for Wellbeing Days	Board Members	November 2023 Complete - ongoing

Date of Meeting: 26 September 2023

Minute Ref	Action	Responsible Officer	Status & Deadline
4.2.6	Safeguarding Training for the Board Provide in-person and facilitated Safeguarding Training to Board members. (Carole Loader to be contacted)	Deputy Principal	October 2023 Complete
4.2.8 – 4.2.10	Safeguarding Reports The Safeguarding Report will be revised to focus on the legal and regulatory duties of the Board, and to provide increased levels of assurance to the Board against these.	Assistant Principal – Student Services	6 th February 2024 Board meeting



5.1.2	Financial Planning Formulate a longer-term financial plan for 2024-25 onwards (three year) linked to the strategic plan.	Principal / VP Finance	21 st May 2024 Board meeting
5.1.7	EPYP Additional Funding Write to the CEO of the AoC about the method used to allocated additional funds to support increased staff pay.	Principal	24 th October Board meeting Complete
7.2.5	MPM Policy Update the new section 20 to include roles, responsibilities and delegation limits.	Principal	24 th October Board meeting Complete
7.3.4	Risk Management Policy Consider utilising the services of the Internal Auditors to support the Board's drive to improve risk management practice and to determine risk appetite.	Principal / VP F&R	6 th February 2024 Board meeting Ongoing
8.1	Future Policy Review Utilise track changes for future policy review, allowing Governors to see the key changes being made.	Board	Ongoing

Date of Meeting: 11 July 2023

Minute Ref	Action	Responsible Officer	Status & Deadline
1.4	A student Board Member will be sought.	Deputy Principal	<u>Ongoing</u> Deputy Principal is continuing to work on this.
4.1.4	Findings of the Employer Forums will be reported to the Board at appropriate points.	Deputy Principal	<u>Complete</u> December 2023
4.2	Principal and Chair will agree legal case settlement and ensure that Board ratify decision at appropriate points.	Principal and Chair	<u>Complete</u> Settlement agreed.
4.2.8	The Audit Committee will monitor Public Sector and Policy changes and update the Board accordingly.	Director of Finance	<u>Ongoing</u>
4.3	Progress Report regarding the T-Level Capital Project including an Investment Appraisal and Revenue consequences.	Principal	<u>Complete</u> 5 December Board



5.2.15	Performance and Profitability of the curriculum will be an item for the next Board Away Day.	Chair and Principal	<u>Ongoing</u> Date TBA
5.2.15	Board members are to consider how they can be more involved in devising the curriculum offer and feedback to the Principal.	All Board Members	<u>Complete</u> 26 September 2023
7.1	Present the draft Governance Development plan.	Chair	<u>Complete</u>

Date of meeting: 19 July 2022

Minute Ref	Action	Responsible Officer	Status
3.3.1ii	Pilot a scheme of workshops to be held before each of the next three Board meetings.	Principal/Chair	<u>Deferred</u> To be considered as part of the Governance Development Plan for 2023-24.

