

## Agreed Minutes

### MINUTES OF THE MEETING OF THE FE CORPORATION

**Held on Friday 26<sup>th</sup> March 2021 at 9.00am in the Board Room Skills Park and via MS Teams**

Present: Professor Sam Luke (Chair), Lynn Reddick (Vice-Chair), Margaret Martin, Lamè Verre, Simon Enoch, Chris Muller, Vince Romagnuolo, Peter Stamps, John Willis, Nick Vaughan-Barratt, Frances Rutter (Principal), Graeme Hodge (Staff Support Governor), Ahmed Almeleh (HE Student Governor)

In Attendance: Maria Vetrone (Deputy Principal Finance & Resources), Cliff Shaw (Deputy Principal Curriculum & Quality), Donna Patterson (Director of HR), Dario Stevens (Vice Principal Planning & Information), Sandra Dessent (Clerk to the Corporation)

<b>43.20</b>	<b>1.0 Apologies for Absence</b>	
	Apologies for absence were received from Jamie Roberts (Staff Governor)	
<b>44.20</b>	<b>2.0 Declarations of Interest</b>	
	<p><u>Professor Luke</u>: unremunerated Director of NESCOT Enterprises Ltd, North East Surrey College of Technology Trust, NESCOT Holdings Ltd and Epsom Downs Business Centre Ltd.</p> <p><u>Mr Stamps</u>: unremunerated Director of NESCOT Enterprises Ltd.</p> <p><u>Mrs Rutter</u>: unremunerated Director of NESCOT Enterprises Ltd, North East Surrey College of Technology Trust, NESCOT Holdings Ltd and Epsom Downs Business Centre Ltd.</p> <p><u>Ms Margaret Martin</u>: declared her interest as a member of Ewell Rotary Club, and a trustee of Age Concern</p> <p><u>Mr. John Willis</u>: Governor of Meath School, Ottershaw and St. Johns School Leatherhead</p> <p><u>Ms Sandra Dessent</u>: Company Secretary NESCOT Enterprises Ltd.,</p>	
<b>45.20</b>	<b>3.0 Minutes of the Meeting of 29<sup>th</sup> January and Minutes Arising</b>	
	<p>The minutes of the meeting of the 29<sup>th</sup> January 2021 were agreed as a true record and signed by the Chair.</p> <p>The matters arising were reported as follows:</p> <table border="1" data-bbox="316 1764 1396 1890"> <tr> <td> <p><b>Circulate article from FE weekly regarding key reforms of the Government White Paper</b></p> <p>Completed</p> </td> </tr> </table>	<p><b>Circulate article from FE weekly regarding key reforms of the Government White Paper</b></p> <p>Completed</p>
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	<p><b>Circulate further details on the proposed new format for Governor Link Day</b></p> <p>Complete – Taking place on Monday 26<sup>th</sup> April 11am to 3.00pm – Details and agenda to be sent out by Monday 19<sup>th</sup> April 2021</p> <p><b>A financial recovery plan to be prepared and presented at the Corporation 26<sup>th</sup> March</b></p> <p>Complete – power point presentation by Deputy Principal (Finance &amp; Resources) see minute number 52.20</p> <p><b>Agreed to carry forward the Self-Evaluation Questionnaire responses for Corporation meeting 26<sup>th</sup> March</b></p> <p>Complete – see minute number 53.20</p> <p><b>Set up HE sub-committee to take place two to three weeks prior to the Curriculum &amp; Quality Committee in the summer term</b></p> <p>Complete – Committee meeting arranged for Monday 7<sup>th</sup> June at 6.00pm</p> <p><b>Identify a student from each faculty to feed into the Student Voice to improve and strengthen feedback to the Governing Body</b></p> <p>Complete – new process in place see minute number 50.20</p> <p><b>The Deputy Principal (Curriculum &amp; Quality) to meet with the Chair of Curriculum &amp; Quality to discuss the process for mock assessments.</b></p> <p>Complete – reported to Curriculum &amp; Quality Committee on 24<sup>th</sup> February.</p>
<b>46.20</b>	<b>4.0 Principal &amp; Chair Update Reports</b>
	<p><u>4.1 Chair's Report</u></p> <p>The Board was informed that Lois Hill who had been appointed as an External Governor at the January Corporation had secured paid employment in the College and therefore had stepped down from her role as Governor. On behalf of the Corporation the Chair wished her well in her new position.</p> <p>Further details of the Governor Link Day scheduled for Monday 26<sup>th</sup> April were shared and also the Corporation Conference scheduled for 28<sup>th</sup> May which was anticipated to take place in the Skills Park.</p> <p><u>4.2 Principals Report</u></p> <p>Following the review of the Strategic Plan in January the Principal presented the updated Strategic Plan up to 2026 with the amendments/additions track changed in red.</p> <p>The Strategic Plan consisted of a high-level overview of the six key priorities as follows:</p>

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	<ul style="list-style-type: none"> <li>• Outstanding teaching, learning and assessment in an inspirational and safe environment.</li> <li>• Stability and growth.</li> <li>• Helping our students to develop the skills, attitudes, and qualifications they need to succeed at work.</li> <li>• Engaged with employers and other organisations to offer courses that are innovative, relevant and in demand.</li> <li>• Developing strong relationships with schools and community groups to give clear information, advice and guidance.</li> <li>• To be an employer of choice.</li> </ul> <p>Each priority was linked to an articulation of the key objectives and key performance indicators.</p> <p>Attached to this was the latest update of the Strategic scorecard (revised prior to every Corporation) which set out the progress against the key performance indicators. It was noted that the scorecard provided a continual narrative so that the 'golden thread' was clearly visible from the high-level vision through to individual appraisal targets.</p> <p>It was agreed to hyperlink the strategic plan to the KPI's to provide simplicity in identifying the progress against the key priorities.</p> <p>The Board discussed how the successes linked to the key priorities could be shared externally to enhance the NESCOL branding and were informed that the strategy feeds through to the Careers Hub and is also used as an example of best practice on the Careers and Enterprise national website. It was also to be shared with employers at the CRM (Customer relationship management) launch. Social media also played a part in sharing the success story.</p> <p>Accordingly, having considered the strategic review the Corporation approved the updated Strategic Plan 2026 and accompanying Strategic Scorecard.</p>
<b>47.20</b>	<b>6.0 Student Matters</b>
	<p>The HE Student Governor reported that despite lockdown restrictions he continued to enjoy his course.</p>
<b>48.20</b>	<b>6.0 Staff Governor Matters</b>
	<p>The Staff Support Governor reported that staff co-operation during the lockdown was noticeable.</p>
<b>49.20</b>	<b>7.0 Update Reports</b>
	<p><u>7.1 Safeguarding Update</u></p> <p>The Corporation received an updated report on Safeguarding including details of the red cases which had significantly reduced since the previous update (five had been downgraded to amber and one to green).</p>

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Initiatives to support safeguarding continued through tutorials and Progress Coaches had been delivering yoga and walking activities (simultaneous walks to encourage physical activity and sharing of the experience).

There were no Prevent cases or instances since the last report.

The Board discussed the recent 'Everybody's Invited' online campaign which was gaining momentum and had highlighted the underlying question of a 'rape culture' in educational institutions. It was agreed that this was an important issue that required an immediate response to give assurance to students, parents/guardians, teachers and the Board that appropriate actions were being taken to ensure students' safety.

The Principal agreed to investigate and report back to Governors with a view to deciding on the action to be taken prior to the Easter break.

*Postscript: Following Corporation the Principal met with Post 16 phase council, (consisting of the Surrey County Council Director of Education, all the FE college and 6<sup>th</sup> form College Principals in Surrey) and discussed their responses and proposed actions, which were forwarded to the Governing Body.*

### 7.2 HR Update

The Director of HR shared the details of the successful Covid testing programme undertaken by approximately 50 staff volunteers who had demonstrated great teamwork in facilitating the tests for around 2,000 students, and 3,500 tests carried out overall. Only two students had a positive result one was a false positive and the other had covid within the 90-day period so shouldn't have taken the test. There had not been any positive staff cases since the end of January.

Due to the revised government assessment for shielding the Board were informed that a further seven staff were shielding. The return to site date was 1<sup>st</sup> April and those affected would have risk assessments in place to reassure them.

Around 20% of staff have reported having had the vaccine and a small number had side effects.

Furloughed staff for the Gym and the Sports Hall are due back at the end of March and the Innovations staff were due back on the 12<sup>th</sup> April and it was still hoped that the theatre staff (who had been furloughed since the first lockdown) would return after 17<sup>th</sup> May.

The Nursery staff had remained open in the lockdown and were tested twice a week during lockdown and were now self-testing.

Staff mental health and wellbeing support continued to be a focus and there were six staff on sickness leave who were receiving guidance and support. It was noted that there was an FAQs section on Sharepoint and sections on domestic abuse support and mindfulness had recently been added.

A summary on the outcomes of the staff wellbeing survey were also shared with the Corporation. 218 staff had responded across academic, support and

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	<p>management staff. The responses revealed that on the whole staff had been coping well and many had reported receiving regular contact from their line manager. Where difficulties were reported it was mainly to do with IT issues communication with students and impediments assessing students' practical work.</p> <p>It was confirmed that the College continued to keep to government guidance regarding all shielding staff which was that they should return to college on 1 April not as mentioned earlier 3 weeks after their second vaccination, this was not the guidance. As an Education provider staff were obligated to return to College on the dates set by the government to ensure students received the full face to face education required.</p> <p>The Chair thanked the Director of HR for a very comprehensive and informative report.</p>
<b>50.20</b>	<b>8.0 Curriculum Matters</b>
	<p><u>8.1 Equality &amp; Diversity Update</u></p> <p>The Deputy Principal (Curriculum &amp; Quality) reported that it was too early to ascertain if there were achievement rate differences.</p> <p>The Equality &amp; Diversity Policy and Annual Report was in the process of being finalised and were due to be considered by Curriculum &amp; Quality Committee in June and then Corporation prior to being published on the website.</p> <p>Regarding Equality &amp; Diversity behaviour monitoring it was reported that there had been a bullying allegation involving 13 white British students (12 females and one male), which had now been resolved.</p> <p>Having undertaken a survey conducted by the AoC containing some uncomfortable questions, the Chair reiterated the importance of implementing a robust and transparent Equality &amp; Diversity policy, and it was agreed that the Principal, the Chair, the Chair of Curriculum &amp; Quality and the Deputy Principal (Curriculum &amp; Quality) would meet to discuss and progress further.</p> <p><u>8.2 Curriculum Planning 2021/22</u></p> <p>Curriculum planning had taken place week commencing 8<sup>th</sup> March, and a brief overview was presented to the Board.</p> <p>The main outcomes were as follows:</p> <ul style="list-style-type: none"> <li>• 2,273 FT FE students in the plan, 1,985 at census in 20/21, <b>14.5% growth</b></li> <li>• 1,825 Year 1 FT FE students in the plan, 1,605 at census in 20/21, <b>13.7% growth</b> (13% increase in applicants as at end of Feb)</li> <li>• 448 Year 2 FT FE students in the plan, 380 at census in 20/21, <b>17.9% growth</b></li> <li>• 412 Epsom HE students in the plan and 375 in 20/21, <b>10% growth</b> (20% decline in applicants at end of Feb)</li> <li>• 190 apprentice starts in the plan and 141 in 20/21, <b>35% growth</b> (120% increase in applicants as at end of Feb, 141 applicants)</li> </ul>

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	<p><b>Apprenticeships:</b> It was reported that achievement rates were improving and had already exceeded last year's outturn. Whilst the impact of Covid-19 restrictions continued, it was reported that there were 155 continuing apprentices with the potential to achieve, and the target was a 70% achievement outturn.</p> <p><b>Kickstart Scheme:</b> The College had been successful in being selected by Surrey County Council to deliver training and mentoring for 60 'kick-starters' involving a personalised training plan delivered by NESCOL through Google Classroom, and fortnightly tutorial sessions with a NESCOL Career Coach. It was hoped that the initiative would provide a pipeline for more employers to take part in the scheme.</p> <p><b>Governor Scrutiny Day:</b> A summary of the feedback and suggested actions was presented to the Board, and Governors acknowledged and thanked the Directors for their hard work and timely preparation of the reports.</p> <p><u>8.3 Update on Student Voice</u></p> <p>The framework for communicating Student Voice initiatives to the Board was presented along with the timelines. The first cycle had begun, and it was noted that the outcomes would be reported to Curriculum &amp; Quality Committee and Corporation. The themes to be explored with students included experience of lockdown learning, return to College perceptions (post lockdown); catering tutorial themes, online safety and what students would like to see in place or improved.</p>
51.20	<p><b>9.0 KPIs</b></p>
	<p>The Vice Principal shared the Corporation, Curriculum &amp; Quality and Finance &amp; General Purposes KPIs for January 2021, all of which formed part of the discussions with corresponding agenda items.</p> <p>The Corporation noted the KPIs and were invited to contact the Vice Principal with any questions or requests.</p>
52.20	<p><b>10.0 Finance and Risk Reports</b></p>
	<p><u>10.1 Management Accounts January 2021</u></p> <p>The Deputy Principal (Finance &amp; Resources) gave a power point presentation on the January 2021 management accounts which had previously been discussed at the Finance &amp; General Purposes Committee on 19<sup>th</sup> March.</p> <p>The headlines were as follows:</p> <p>The financial performance of the College group was behind budget overall, as at 31<sup>st</sup> January based on best case figures:</p> <p>Forecast operating Variance: £80k</p> <p>Forecast Total Income Variance: £320k</p> <p>Forecast total Expenditure Variance: £383k</p>
	<p>The Financial Pressure Points were reported as follows:</p> <ul style="list-style-type: none"> <li>Income deficit on full cost provision £776k</li> </ul>

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- Under enrolment of apprenticeships £523k
- Under enrolment from in-house HE provision £307k
- Impact from Covid-19 £78k

The Corporation discussed the challenges in reaching out to new and existing employers in relation to attracting apprenticeships. It was noted that in response to employers' feedback they found the process of taking on apprenticeships overly complicated and confusing, the College recognised the issue and had put into place a procedure to assist employers with the process.

The 202/21 budget included a high level of inherent risk, particularly around:

- Apprenticeship's income targets
- Self-paying learner income targets
- Impact of Covid-19
- Expansion of direct delivery partnerships

It was noted that direct delivery partnerships were performing well and ahead of target as follows:

**ASTML:** A forecasted operating surplus of £937k (favourable budget variance of £106k) and forecasted margin 24.8%.

**Skills Max Academy:** A forecasted operating surplus of £251k (favourable budget variance of £166k) and forecasted margin 25.0%.

**ABA:** Operating surplus of £117k (favourable budget variance of £32k) and forecasted margin 25.0%.

The Committee debated the principle of reporting partnership 'pure profit' in relation to the potential conflict with external perception of the College's 'public purpose'. It was noted that there would be further opportunity to consider the direct provision partnership contracts at the Corporation conference on 28<sup>th</sup> May.

The financial KPIs were reported as follows

	Actual (31 <sup>st</sup> Jan)	Forecasted outturn	Budget
Cash days in hand	82	90	88
Adjusted Current Ratio	6.55	3.09	3.25
EBITA (Earnings before interest, taxes, depreciation, and amortization)	32.32%	9.16%	8.67%
Financial Health	Outstanding	Outstanding	Outstanding

The forecasted outturns were reported as follows:

College Group	Best case forecast (£000)	Best case budget (£000)	Variance (£000)	Movement in forecast since November 2020 (£000)

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<b>Total income</b>	30,423	30,121	302	 <b>£894</b>
<b>Total pay expenditure</b>	(17,612)	(17,694)	82	 <b>£141</b>
<b>Total non pay expenditure</b>	(12,874)	(12,409)	(465)	 <b>£152</b>
<b>Total expenditure</b>	(30,485)	(30,103)	(382)	 <b>£291</b>
<b>Operating surplus/ (deficit)</b>	<b>(62)</b>	<b>18</b>	<b>(80)</b>	 <b>£603</b>

\*Table contains some rounding error

The Board thanked the Deputy Principal (Finances & Resources) for an excellent presentation which had highlighted that whilst the overall financial health of the College was outstanding there was still further work to be done to improve the financial performance the core business.

### 10.2 Strategic Risk Register

The updated Strategic Register was shared with the Corporation, which highlighted movements in net risk and had been previously reported to the Audit Committee on 12<sup>th</sup> March 2021.

A summary of the risks was reported as follows:

Net Risk Category	No of risks in category last report	No of net risks in this report
Low	3	3
Acceptable	11	12
High	6	7
Significant	6	5
<b>Totals</b>	<b>26</b>	<b>27</b>

The report detailed the five significant risk and the mitigating actions that were in place.

### 10.3 Covid Risk Register

The Committee received the updated register which detailed 22 risks and mitigating management actions. Since the last report an additional risk had been added relating to implementation of mass testing of students and staff.

### 10.4 Capital Programme Update

A report was shared updating the Corporation on the status of the capital projects as at 3<sup>rd</sup> March 2021, and included a list of the project alongside the budget, actual

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	<p>spend and forecasted spend. It also included details of the five unplanned capital projects with a total forecasted spend of £88.2k above budget. It was unlikely that it could be recovered through cost savings however a contingency of £100k was still in place and would be sufficient to cover the overspend.</p> <p><u>10.5 Settlement Payments</u></p> <p>An updated summary of the latest settlement payments was shared and noted by the Corporation.</p> <p><u>10.6 Treasury Management Policy Update</u></p> <p>In response to an Internal Audit recommendation the Corporation received an update of the College's Treasury Management Policy aligned with the CIPFA Treasury Management in Public Services; Code of Practice 2017 Edition (The CIPFA Code of Practice).</p> <p>The report explained that the College's treasury arrangements were currently straightforward. The College's current bankers were HSBC, with whom the College deposits cash in current accounts and overnight money market account. The College's subsidiary company, NESCOL Enterprises Ltd, also holds a current account with HSBC. The College Group held a total of £6.68m in cash with HSBC as of 31 January 2021. The College also holds investments with Smith &amp; Williamson in an investment fund which currently holds and additional £3m of principal sums.</p> <p>Having considered the updated Treasury Management Policy the Corporation endorsed the recommendation from the Audit Committee and agreed to the publication of the revised policy.</p> <p><u>10.7 HE Tuition Fees 2022/2023</u></p> <p>The Corporation received a report detailing the proposed HE Tuition Fees Policy for 2022/23 which had previously been considered by the Finance &amp; General Purposes Committee on 19<sup>th</sup> March.</p> <p>The report set out the principles agreed by the Senior Management team on which the proposed fees were based and concluded that the fees had been set at an appropriate level to generate demand and income streams from the College.</p> <p>Therefore, having considered the HE Tuition Fees Policy for 2022/23 the Corporation endorsed the recommendation of the Finance &amp; General Purposes Committee and agreed the fees for 2022/23.</p>
53.20	<p><b>11.0 Reports from Committees/Governance Matters</b></p>
	<p><u>11.1 Curriculum &amp; Quality Committee</u></p> <p>The Chair of the Curriculum &amp; Quality Committee highlighted the following points from the meeting:</p> <ul style="list-style-type: none"> <li>• The contract with Kingston university had been terminated and the College would be working with Open University for degree validation. However, it had</li> </ul>

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been agreed that existing learners and those already signed up to start in September would still be examined by Kingston University except for Care and Early Years courses.

- Good results were achieved in the November GCSE for Maths and English 4% and 10% above national average, respectively.

### 11.3 Audit Committee

The Chair of Audit welcomed Lamè Verre to the Committee and extended a welcome to all other Governors to attend an Audit Committee. (*Note: the date of the next Committee to be confirmed*)

The following points were raised:

- The Internal Auditors had undertaken a benchmarking exercise comparing the numbers of actions agreed against other Colleges in the sector. The report showed that the College had compared well.
- Congratulations were extended to the management team for their follow-up Audit report which highlighted that out of 16 recommendations, 12 had been implemented, three were in the process and arrangements were being made for one.
- There were just two outstanding items from the IT Strategy review redesign of the College network and Installation of CCTV network both of which were due to be completed by the end of July. The Chair emphasised the importance of IT being the backbone of the business.

### 11.4 Finance & General Purposes Committee

The Chair of Finance & General Purposes Committee also extended a welcome to Governors to attend a committee meeting.

The following points were raised:

- A spreadsheet detailing an analysis of the financial outturn for each curriculum department from 2018 to 2021 (forecasts) was presented to the Committee and it was concluded that whilst performance had been impacted by Covid-19 further work needed to be done in some areas to improve the financial contributions.
- Investment Fund Managers Smith & Williamson gave a presentation on the performance of the fund and portfolio arrangements. It was noted that whilst the fund had not performed as well as expected it was difficult to gauge as not all the cash had been invested.
- A waiver of financial regulations in relation to the procurement of a specialist professional development coach was discussed and the Committee was given assurance on the procurement of her services in terms of cost and staff satisfaction.

### 11.2 Search & Governance Committee

The Corporation discussed the recommendation from the Search & Governance Committee to reappoint external Governor Margaret Martin for a further term of

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	<p>office. It was agreed that her skills and experience strengthened the Governing Body, and she had an excellent attendance record. Therefore, the Corporation agreed to reappoint her for a further 4-year term expiring on 31<sup>st</sup> July 2025. (<i>Note: Margaret Martin withdrew for this item</i>).</p> <p>The Chair raised the following points:</p> <ul style="list-style-type: none"> <li>• The need for additional Governors was recognised especially as a number of experienced Governors had terms of office expiring within the next 18 months. The Committee were working on a succession plan and an intensive recruitment campaign was underway.</li> <li>• The skills audit had highlighted that the areas with least skills and experience was Finance and Audit and the Committee were mindful to look for these skills when appointing new Governors.</li> <li>• Equality &amp; Diversity was also a priority when considering the make-up of the Board and the membership should reflect the College and society as a whole.</li> </ul> <p>It was agreed to consider using photos of the Governors as opposed to a generic image going forward, and the Clerk agreed to liaise with Marketing.</p>
<p><b>54.20</b></p>	<p><b>12.0 Meeting Evaluation</b></p>
	<p>The Chair invited the Corporation to evaluate the meeting, and the following comments were made:</p> <ul style="list-style-type: none"> <li>• Good meeting, I am still learning and actively listening. Everyone has made me very welcome, and I enjoyed my first Committee meeting.</li> <li>• Good comprehensive report from the Deputy Principal (Curriculum &amp; Quality), and as someone who is working very closely with students appreciate the good things we are doing here, particularly the reduction in the number of red rated safeguarding cases. It has been a difficult time and I think this latest lockdown has been harder for everyone compared to the first one.</li> <li>• Glad that it is looking like we are doing a lot better in the area of finance, and that was a very comprehensive report so all in all quite heartening.</li> <li>• Great meeting with good challenges coming through. It is great to hear and all very positive. We are moving forward but there are some issues that we spoke of earlier that need addressing now. It is good to get something done rather than just talking about it.</li> <li>• Very much enjoyed the meeting. Thank you to the leadership team for their transparency. I think it is important and other Boards often don't want to talk about challenges. My only regret is that we did not have a full-blown debate about Capitalism in further education.</li> <li>• Capitalism is purely about Politics. Really useful meeting great to feel that there is action rather than just strategies.</li> <li>• Thank you so much to the Deputy Principal (Finance &amp; Resources) for making the financial situation very clear for people who aren't accountants or have a</li> </ul>

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financial background. It can seem quite complicated, but you made it very clear and that was helpful.

- As always, a good meeting. Really appreciated the Principal going through the Strategic Review.
- I am looking forward to coming back into the College hopefully for the next meeting.
- Thanks to the Chairs of Audit and Finance & General Purposes for the invite, I will join you at your next meetings.
- Good meeting – well chaired and finishing on time. Thank you to the management team for a good set of papers especially the Deputy Principal (Finance & Resources) for putting the finances into simple English. Again, we have surfaced the key issues we face, and we are getting into a good position to take some actions to sort them out.
- Good meeting and good ideas came forward.
- Join with the other members in thanking the Deputy Principal (Finance & Resources) for a great presentation which made things so much easier to understand. Sometimes the financial reports are difficult and visual representations are important.
- Well done to the Vice-Principal and the Careers team. We will all miss the Head of CEIAG and her input but the Careers team and the CEIAG policy have really put NESCOT on the map and you should be rightly proud of what you have done there so well done. Great meeting.
- It has been a very long term.... But a lot of very positive information coming out of the meeting. We know there is still a lot to do but I think as a team we are always aware of the next challenge. We have Easter to rest and then we will push on to the next challenge.

The Principal summed up:

Really good meeting – best Board that I have ever worked with and the best leadership team I have ever had. I would like Governors to be aware that the Leadership Team welcome your challenges, and please do not apologise for asking what you may think are tough or awkward questions. You are consultants and I really value the input and ideas that you bring. We do not have all the answers and you add another dimension. Really good and useful material so please do continue to keep challenging.

Response from the Chair:

Thank you very much everybody for everything that has been happening, I really appreciate the work the leadership team do and the fact that the Board is holding to account. Looking forward to a good Conference in May when we will be addressing a lot of the issues we talked about today, particularly on EI issue.

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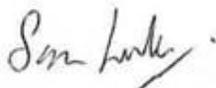
<b>55.20</b>	<b>Date and Time of the Next Meeting:</b> Friday 28 <sup>th</sup> May 2021, including Conference																				
<b>56.20</b>	<b>Meetings and Events</b>																				
	<u>Summer Term Meetings</u>																				
	<table border="1"> <tr> <td>Governor Link Day</td> <td>Monday 26<sup>th</sup> April – times tbc</td> </tr> <tr> <td>Search &amp; Governance Committee</td> <td>Wednesday 19<sup>th</sup> May 6.00pm</td> </tr> <tr> <td>Senior Staff Performance &amp; Remuneration Committee</td> <td>Friday 28<sup>th</sup> May 8.00am</td> </tr> <tr> <td>FE Corporation</td> <td>Friday 28<sup>th</sup> May 9.00am</td> </tr> <tr> <td>Curriculum Scrutiny Day</td> <td>Wednesday 16<sup>th</sup> June times tbc</td> </tr> <tr> <td>Curriculum &amp; Quality Committee</td> <td>Wednesday 16<sup>th</sup> June 6.00pm</td> </tr> <tr> <td>Audit Committee</td> <td>Friday 9<sup>th</sup> July 9.00am</td> </tr> <tr> <td>Finance &amp; General Purposes Committee</td> <td>Friday 16<sup>th</sup> July 9.00am</td> </tr> <tr> <td>Senior Staff Performance &amp; Remuneration Committee</td> <td>Friday 23<sup>rd</sup> July 8.00am</td> </tr> <tr> <td>FE Corporation</td> <td>Friday 23<sup>rd</sup> July 9.00am</td> </tr> </table>	Governor Link Day	Monday 26 <sup>th</sup> April – times tbc	Search & Governance Committee	Wednesday 19 <sup>th</sup> May 6.00pm	Senior Staff Performance & Remuneration Committee	Friday 28 <sup>th</sup> May 8.00am	FE Corporation	Friday 28 <sup>th</sup> May 9.00am	Curriculum Scrutiny Day	Wednesday 16 <sup>th</sup> June times tbc	Curriculum & Quality Committee	Wednesday 16 <sup>th</sup> June 6.00pm	Audit Committee	Friday 9 <sup>th</sup> July 9.00am	Finance & General Purposes Committee	Friday 16 <sup>th</sup> July 9.00am	Senior Staff Performance & Remuneration Committee	Friday 23 <sup>rd</sup> July 8.00am	FE Corporation	Friday 23 <sup>rd</sup> July 9.00am
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Finance & General Purposes Committee	Friday 16 <sup>th</sup> July 9.00am																				
Senior Staff Performance & Remuneration Committee	Friday 23 <sup>rd</sup> July 8.00am																				
FE Corporation	Friday 23 <sup>rd</sup> July 9.00am																				
<b>57.20</b>	<b>Any Other Business</b>																				
	There being no further business the meeting concluded at 11.32am																				

#### Decisions:

1. Approved the updated Strategic Plan 2026
2. Approved the updated Treasury Management Policy and agreed to its publication
3. Approved the HE Tuition Fees Policy 2022/23

#### Actions:

1. Vice Principal to attach hyperlinks for key performance indicators to Strategic Plan 2026
2. Update on status and actions on EI (Everyone's Invited) campaign
3. Meeting to discuss Equality & Diversity policies – Principal/Deputy Principal (Curriculum & Quality), Chair of Corporation and Chair of Curriculum & Quality Committee





**Agreed Minutes**

Signed

Date...28<sup>th</sup> May 2021...

**Professor Sam Luke, Chair of the Corporation**