

Agreed Minutes

MINUTES OF THE MEETING OF FE CORPORATION

Held on Friday 23rd July 2021 at 9.30am in Skills Park Board Room and via MS Teams

Present: Professor Sam Luke (Chair), Lynn Reddick (Vice-Chair), Martin Butterfield, Angela Cross-Durrant, Simon Enoch, Margaret Martin, Chris Muller, Asa'ah Nkohkwo, Vince Romagnuolo, Frances Rutter (CEO & Principal), Peter Stamps, Nick Vaughan-Barratt (until 11.30am), Graeme Hodge, Jamie Roberts

In Attendance: Donna Patterson (Director of HR), Cliff Shaw (Deputy Principal Curriculum & Quality), Maria Vetrone (Deputy Principal Finance & General Purposes), Sandra Dessent (Clerk to the Corporation)

Guest: Heather Cross

73.20	1.0 Apologies for Absence			
	Apologies for absence were received from John Willis and Dario Stevens (Vice-Principal Planning & Information)			
74.20	2.0 Declaration of Interests			
	<p>The following declarations were made:</p> <p><u>Professor Sam Luke</u>: Unremunerated Director of NESCOT Enterprises Ltd. (NEL)</p> <p><u>Peter Stamps</u>: Unremunerated Director of NESCOT Enterprises Ltd. (NEL)</p> <p><u>Frances Rutter</u>: Unremunerated Director of NESCOT Enterprises Ltd. (NEL)</p> <p><u>Sandra Dessent</u>: Employee and Company Secretary of NESCOT Enterprises Ltd. (NEL)</p>			
75.20	Minutes of the Previous Meeting and Matters Arising			
	<p>The minutes of the meeting held on Friday 28th May 2021 were agreed as a true record.</p> <p>The following matters arising were reported:</p> <table border="1" style="width: 100%;"> <tr> <td> <p>Set Up Inclusivity Working Group to look at producing NESCOT inclusivity video</p> <p>Action ongoing – group has been set up. Progress to be reported at the next meeting</p> </td> </tr> <tr> <td> <p>Clerk to meet with HE Student Governor to discuss participation in future meetings</p> <p>Action complete – Clerk met with HE Student Governor and it was agreed that he would step down as HE Governor and look at supporting the College in another way</p> </td> </tr> <tr> <td> <p>Review of Standing Orders deferred to the next meeting.</p> </td> </tr> </table>	<p>Set Up Inclusivity Working Group to look at producing NESCOT inclusivity video</p> <p>Action ongoing – group has been set up. Progress to be reported at the next meeting</p>	<p>Clerk to meet with HE Student Governor to discuss participation in future meetings</p> <p>Action complete – Clerk met with HE Student Governor and it was agreed that he would step down as HE Governor and look at supporting the College in another way</p>	<p>Review of Standing Orders deferred to the next meeting.</p>
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<p>Review of Standing Orders deferred to the next meeting.</p>				

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	<p>Action complete – see minute no. 86.20 (item 14.3)</p> <p>Review of Terms of Reference for Search & Governance Committee to be deferred to the next meeting.</p> <p>Action complete – see minute no. 86.20 (Item 14.2)</p> <p>Draft Corporation Calendar approval deferred to the next meeting.</p> <p>Action complete – see minute no. 86.20 (Item 14.4)</p>
76.20	4.0 Chair and Principals Report
	<p><u>4.1 Chair's Report</u></p> <p>Heather Cross was welcomed to the meeting who had come to observe the meeting as part of the External Board Review.</p> <p>The Board were informed that it was the final meeting for both the Staff Governors who were thanked for their input and hard work during their long service. Two new Staff Governors had been elected and would be attending the next meeting. The HE Student Governor had stepped down.</p> <p>Finally, the Chair congratulated the CEO on behalf of the Corporation on her appointment as a Deputy Lieutenant for Surrey.</p> <p><u>4.2 Principal's Report</u></p> <p>The Principal informed the Corporation of an important property matter. Due to the commercial sensitivity of this item, the discussion was recorded in a confidential minute.</p> <p><u>4.3 Diversity & Inclusivity Video</u></p> <p>A video was shared, which prompted discussion concluding that in order to reinforce the inclusivity message in the College it would be more appropriate if NESCOL students produced their own video relevant to their own views on diversity and inclusivity.</p>
77.20	5.0 Staff Governor Matters
	<p>It was acknowledged that it had been a tough year for staff with many challenges and that most were feeling relieved that the summer break had arrived and were optimistic about the new academic year.</p> <p>Both Governors thanked the Board for a most interesting and enjoyable time working with the Corporation and both the Chair and CEO expressed their gratitude and appreciation for their input. They had faced many challenging discussions 'behind the scenes' but had always maintained discretion and confidentiality.</p>
78.20	6.0 HR Update
	<p>The Director of HR presented the Board with an update on the Covid related incidents and continually changing recommendations which had been tough for both students and staff alike, however the day-to-day business of the College had not been impacted despite the many challenges and disruption to routine.</p>

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	<p>It was acknowledged that staff and students were being encouraged to have the vaccines although it was not compulsory, and it was noted that HR had encountered very little resistance to taking part.</p> <p>Whilst the government had lifted the obligation to wear masks, students and staff were still being encouraged to wear them in communal areas. It was recommended that the College adopt one short message to avoid ambiguity and confusion e.g., ‘Wear Masks outside the Classroom’.</p> <p>The Board were informed that there were plans to establish a vaccination centre in the car park in September.</p>
79.20	7.0 Curriculum Matters
	<p>The Deputy Principal (Curriculum & Quality) presented a summary of curriculum matters, the highlights of which were as follows:</p> <ul style="list-style-type: none"> • Area of risk functional skills: Intervention plans in place and further opportunities for students to sit exams in August and early September. • Area of risk quality of satellite centre assessment practices: Out of 83 students 79 have had their coursework resubmitted and no further academic misconduct issues were identified. Key measures implemented to mitigate the risk of plagiarism were explained to the Board. • Direct delivery apprenticeship achievement continues to improve - forecast to achieve 68-69% compared to national average of 62.4%. • FE overall retention remained high. Teacher Assessed Grades (TAGS) had been completed with no queries or challenges from awarding organisations. • National Student Survey (NSS): Rating of the HE provision was 92.9%, an improvement of 7.2% on the previous year and 17.5% above the national sector wide rate. This was recognised by the Board as a significant achievement which should be publicised. • On programme Student Survey: 1,400 took part (86% response rate in the top 20% of response rates). • Safeguarding and PREVENT update: Specific safeguarding measures in place for the new 14–16-year-old intake in September. eSafety had been the key focus of the CPD week. <p><u>7.5 Approval of Equality & Diversity Policy</u></p> <p>Further to a discussion that took place at the Curriculum & Quality Committee on 16th June regarding reviewing the Equality & Diversity policy document to make it more relevant and engaging for a diverse audience, the Board was presented with a flyer which contained a link to the Equality & Diversity Policy. The flyer had previously been circulated to members of the Curriculum & Quality Committee who had made comments which had been taken into consideration.</p> <p>The Board reviewed the policy and flyer and subsequently approved them both for publication on the NESOT website.</p>

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80.20	8.0 KPIs
	In the absence of the Vice-Principal the CEO presented the KPI's for May 2021, which were duly noted.
81.20	9.0 Progress on Strategic Objectives
	<p>The CEO shared the updated comments and provided an explanation for the new Governors on the methodology and purpose of the document.</p> <p>It was noted that progress on carrying out performance reviews was amber rated. The Director of HR assured the Board that progress was regularly monitored with the Heads of Department and those outstanding would likely be carried out over the summer period.</p>
82.20	10.0 Student Applications
	<p>The CEO presented the updated student application numbers which had increased in comparison to the previous year: for FE 16-18 up 15%, FE 19+ up 53% and Apprenticeships up 64%. HE applications had dropped by 9%.</p> <p>Clarification was requested on the application data for Animal Care.</p> <p>The Board were informed that enrolment was going well and approximately 1,500 had already enrolled against a target of 2,000.</p>
83.20	11.0 Audit Matters
	<p><u>11.1 Chair's Report from meeting 12th July</u></p> <p>The Chair of Audit discussed the main points arising from the draft minutes which had been previously circulated. It was noted that an additional meeting had been requested to discuss the recommendations from the Apprenticeship Internal Audit and to review the progress of all internal audits, so that the outcomes could be fed into the preparation work for the Annual Report & Financial Statements.</p> <p>In response to the Chair's request for additional members, Vince Romagnuolo volunteered to join the Committee.</p> <p><u>11.2 Financial Statements Audit Strategy 2021</u></p> <p>The Board was presented with the Financial Audit Statement Audit Strategy from the external Auditors, MacIntyre Hudson.</p> <p>It was anticipated an overall financial statements materiality of £350,000 (1% of turnover), based on the 2021 projected outturn, and misstatements found in excess of £17,500 will be reported (5% of materiality).</p> <p>The Financial Statements Audit Strategy 2021 was considered to be sufficient for the management and Audit Committee purposes and complied with the requirements under the International Standards on Auditing (UK).</p> <p>Having considered the proposal, the Board agreed to endorse the recommendation of the Audit Committee and approve the Financial Statements Audit Strategy 2021.</p> <p><u>11.3 Internal Audit Plan 2021/22</u></p> <p>The Internal Auditors had proposed a total of 43 days for 2021/22 at a total cost of £27,090 (ex VAT) and a daily rate of £630.</p>

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It was confirmed that the proposed plan aligned with the College's Strategic Risk Register and was considered to be sufficient for management and Audit Committee purposes.

Following discussion, the Corporation agreed with the recommendation of the Audit Committee and approved the Internal Audit Plan for 2021/22

11.4/11.5 Strategic Risk Register & Covid Risk Registers

The updated Strategic and Covid-19 Risk Registers were presented to the Board with the changes in risk and mitigating actions highlighted. The accompanying report summarised the 27 risks (no change from the previous report) and detailed the mitigating actions for the 5 significant risks. It also included an updated IT vulnerability and threats analysis which showed a decrease due to the implementation of IT recommendations.

The registers were discussed, and it was concluded that the net risk profile continued to include significant and high risks in a volatile and changing sector environment overlaid with the challenges and impact of Covid-19.

84.20 12.0 Finance Matters

12.1 Chairs Report from meeting 16th July

The Chair of Finance & General Purposes Committee discussed the main points arising from the draft minutes of the 16th July which had been previously circulated. In addition to the main items regarding the management accounts and budget which were also being presented to the Board, the Chair informed the Board of two financial waivers which had been agreed by the Committee and the heightened importance of updating the Estates Strategy. The Chair had also requested information on the process of awarding the HE Strategy project to Kate Fletcher. The CEO gave assurance that three quotations had been sought and received and the Head of Procurement had confirmed that the correct procurement process had been followed.

12.2/12.3 Management Accounts 2021 and KPIs

The Deputy Principal (Finance & Resources) presented the management accounts for the College group as follows:

College Group	Best case forecast (£000)	Best case budget (£000)	Variance (£000)	Movement in forecast since April 2021 (£000)
Total income	31,569	30,121	1,448	 £57
Total pay expenditure	(17,602)	(17,694)	92	 £0
Total non-pay expenditure	(13,139)	(12,409)	(730)	 £0
Total expenditure	(30,741)	(30,103)	(638)	 £0

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Operating surplus/ (deficit)	829	18	810	↑ £57
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The management accounts and accompanying covering report were supported by a comprehensive PowerPoint presentation which included information on the financial pressure points, financial performance of inherent risk and the Senior Management Team 5-point financial delivery plan.

It was acknowledged that a large portion of the operating surplus was due to favourable income variances e.g., additional one-off COVID-19 related government funding - £875k and HE tuition fees generated via the satellite sites - £1,444k and it was therefore important not to allow the outstanding financial position to generate complacency and the Board should be mindful of the financial picture without the favourable income variances.

The KPIs were as follows and it was noted that the College was performing well against other Colleges in the sector

KPI	Actual May 21	Forecast outturn	Budget
Cash days in hand	109	101	88
Adjusted current ratio	5.30	3.39	3.25
EBITDA	23.41%	11.69%	8.67%
Financial Health	Outstanding	Outstanding	Outstanding

The Budget versus forecast outturn was reported as follows:

College Group	Best Case Budget	Best Case Forecast
Total Income	30,121	31,569
Total pay costs	(17,694)	(17,602)
Total non-pay costs	(12,409)	(13,139)
Total expenditure	(30,103)	(30,741)
Operating Surplus	18	829
Gain on Investment		136
Surplus/(deficit) 2020/21		965

The Board discussed the data triangulation and was given assurance that all financial data is scrutinised by the Finance & General Purposes Committee prior to being summarised and presented to the Board and the Deputy Principal (Finance & Resources) was always available to clarify and expand on the source and justification for all financial data.

12.4 Subcontracting Supply Chain Fees & Charging

The Finance & General Purposes Committee had previously considered the Subcontracting Supply Chain Fees & Charging Policy/Published fees 2021/22 and the Board therefore took the report and schedule as read and approved the documents as recommended by the Finance & General Purposes Committee.

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12.5 Subcontractor & Allocations 2021/22

The proposed Subcontractor & Allocations for 2021/22 had previously been discussed and scrutinised by the Finance & General Purposes Committee, who had agreed that they were in line with the College's strategic direction to reduce the overall value of subcontracting year on year by bringing delivery in-house.

The report was therefore taken as read and the Board agreed with the recommendation of the Finance & General Purposes Committee and approved the Subcontractor & Allocations for 2021/22.

12.6 Capital Programme 2021/22

The Board considered the capital programme for 2021/22 which consisted of projects totalling £2,261k, most of which had been fully costed and tendered in accordance with the financial regulations. An appendix to the covering report provided a brief outline of each of the projects.

Accordingly, the Corporation agreed with the recommendation of the Finance & General Purposes Committee to approve the capital programme 2021/22.

12.7 Capital Bids 2021/22

A total of £424,5461 (£778,581 2020-21) had been agreed by the SMT as the College's capital equipment budget for 2021-22 to cover capitalised furniture and equipment, predominantly for classrooms and other teaching space, and IT/computer equipment. Of this, £236k has been ringfenced for further refresh of the College's IT devices.

It was suggested and agreed that staff should be made aware of the substantial improvements to the College that had been planned, and to that end it was noted that 'before and after' photos were to be taken and shared with the staff through the Share-Point newsletter.

Having considered the capital bids for 2021/22 the Corporation agreed with the recommendation of the Finance & General Purposes Committee and approved the programme.

12.8 Settlement Payments to College Staff 2020/21

The Board received a summary of the settlement payments to staff, and it was noted that the position had not changed since the last report.

85.20 **13.0 Finance Budget 2021/22**

The Deputy Principal (Finance & Resources) presented the 2021/22 Budget and one year forecast together with the ESFA financial planning checklist and budget commentary.

The headline numbers were presented in the following table:

	Forecast Outturn 2020-21*	Budget 2021-22	Forecast 2022-23
Statement of Comprehensive Income	£k	£k	£k

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Total income	31,571	34,888	35,463
Total pay expenditure	(17,602)	(19,677)	(20,059)
Total non pay expenditure	(13,140)	(14,930)	(15,166)
Total expenditure	(30,742)	(34,607)	(35,225)
Operating surplus/ (deficit)	829	281	238

The ESFA key performance indicators (generated by the financial model), were presented as follows:

Key Performance Indicators	2021*	2022	2023
Financial health	Outstanding	Outstanding	Outstanding
Borrowings as % of income	0.20%	0.11%	0.04%
EBITDA as % of income	11.69%	10.26%	9.96%
Adjusted current ratio	3.45	3.39	3.68

*Forecast outturn 2020-21 at 31 May 2021

It was concluded that the College Senior Management Team (SMT) had proposed a budget for the year ending 31 July 2022 which would generate an operating surplus of **£281k** on total income of **£34.9m**. The proposed budget was a 'Likely Case' budget.

The Board discussed the budget proposals and commented on the difference between the budgeted pay (excluding, restructuring, capital grants, sub-contracting) to income which was forecasted to be 56.4% compared to the sector benchmark of 65%. The Board asked if the low ratio for NESCOL was an indication of an overstretched workforce but were assured that there had not been any representations from staff to support this. It was also acknowledged that should growth exceed the forecast and more staff were needed this would serve as a substantial buffer to enable the College to recruit more staff but stay within the benchmark set by the ESFA.

The Board were informed that the budget included an additional £1m being placed in the investment fund (September 2021) and the Chair of Finance & General Purposes outlined the financial case for the further investment. The parameters of the fund were discussed, and it was agreed that there were sufficient measures in place to mitigate risk. Subsequently the Corporation agreed the recommendation of the Finance & General Purposes Committee to invest an additional £1m in the investment fund managed on behalf of the College by Smith & Williamson.

The Deputy Principal (Finance & Resources) gave a confidence rating of 75% - 80% for the College to achieve the likely case budget for 2021/22, based on the parameters and sector benchmarks set out by the Association of Colleges (AoC).

Having considered the proposals, the Corporation approved the Budget for 2021/22- and one-year forecast including a 2% pay rise consolidated for NESCOL and NEL staff.

Following on from a suggestion from the Finance & General Purposes Committee, the Corporation debated the proposal to award a one-off payment to staff in addition to the agreed 2% consolidated pay rise. It was acknowledged that there were many examples of staff (teaching, support, and senior management) having gone the extra mile to ensure that students had the best possible experience, and the College support systems ran efficiently despite the Covid restrictions. They had also had to deal with learning

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	<p>and implementing Google Classroom in a limited amount of time and increased workloads. It was also agreed that the payment should be sufficient to motivate staff whilst not eradicating the surplus against budget.</p> <p>The External Governors voted on two proposals for a non-consolidated bonus of £400 and £500 pro-rata and the latter was agreed for all NESCOT and NEL staff to be paid in October 2021 with a provision made in the July 2021 management accounts. The Deputy Principal (Finance & Resources) confirmed that this would reduce the reported forecast operating surplus for the year ending 31 July 2021 and would not impact on the Budget 2021-22.</p>
86.20	14.0 Governance Matters
	<p><u>14.1 Confirmation of Chair/Vice Chair/Committee Chairs and Committee Membership for 2021/22</u></p> <p>As agreed by Corporation in January 2021, the Clerk prepared a report confirming the Board roles for 2021/22.</p> <p>The roles were agreed subject to an amendment to the membership for the Audit Committee which was to include Vince Romagnuolo.</p> <p><u>14.2 Terms of Reference Reviews</u></p> <p>The Clerk presented a report summarising all the proposed changes to the Terms of Reference (ToR) for the Committees i.e., Senior Staff Performance and Remuneration, Audit, Finance & General Purpose, Search & Governance and Curriculum & Quality.</p> <p>An amendment to the Curriculum & Quality ToR was suggested and agreed regarding the inclusion of a reference to the HE Sub-Committee having the same membership as the Curriculum & Quality Committee and able to make decisions, provided they were duly reported to the Curriculum & Quality Committee. All amendments had been aligned with the AoC Code of Practice, Internal Audit recommendations and Audit Code of Practice.</p> <p>All ToR's had been considered and approved by the relevant committees and were agreed by the Corporation accordingly, prior to publishing on the NESCOT website.</p> <p><u>14.3 Standing Orders Review</u></p> <p>The Clerk presented a report summarising the proposed changes for Standing Orders which had been aligned with the AoC Code of Practice and Internal Audit recommendations.</p> <p>The revisions/amendments had been previously agreed by the Search & Governance Committee and were subsequently agreed by the Corporation for publication on the NESCOT website.</p> <p><u>14.4 Approval of Corporation Calendar 2021/22</u></p> <p>The Corporation agreed the Corporate Calendar for 2021/22.</p>
87.20	15.0 Meeting Evaluation
	<p>The Chair invited the Corporation to evaluate the meeting and the following comments were made:</p>

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- Thank you for having me for the last five years. It has been good to see the journey of the Corporation and see how curriculum has been such a strong driver.
- Good meeting. I liked the balance between curriculum and finance.
- Very informative and good atmosphere.
- Good meeting, a good opportunity to have a discussion on just about anything even though that gave rise to more questions!
- Great meeting, really enjoyed it, great to see the finances are in such a good place and looking forward to an even better year next year.
- Thanks, as always to the Deputy Principal (Finance & Resources) for breaking down the financials.
- Would just like to say thank you to everyone in the College. It should be recognised it's been a tough time for staff, and I would like to say congratulations to all for getting to the end of the year!
- Thank you very much for listening to me and my views over the past five years. I have really appreciated getting to know each and every one of you and I would like to thank all Governors for giving up their free time to be a member of the Corporation. When you could be doing other things, you were helping us to be a better College, and taking us forward.
- Really good meeting. All round the table meant we could have debate face to face, and I think this has been one of the best meetings we have had with genuine dialogue.
- Good to be back around the table, hopefully we will continue with that. Good meeting.
- Great meeting, good debate and good to be back in the room.
- Good meeting and what I reflect on is that this year not only have the staff been doing their day job but also re-engineering the business.
- Agree that the balance between curriculum and finance was good and it will be great to have an FE Student Governor join us on the Board next year.

The CEO responded: Really welcome the challenges that these meetings bring and love the fact that everyone feels comfortable and empowered to ask questions. Bring on the challenges please!

As has been said, you are volunteers, and we really appreciate the value you add.

I think we are in a really good place now, but we can't afford to rest on our laurels, and we should take this moment to acknowledge that we can take on what we really want to do. That said, I would like to arrange a walk around for Governors early next term to have a good look around the buildings so that everyone can see what we are referring to when we talk about developing the Estate.

The Chair summed up: Big thank you again to the Staff Governors for all your input and we wish you well in September when you go back to your College roles.

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	<p>Thank you to all the staff who have done an amazing job over the last sixteen months. It has been a tough time and what we have achieved shows that we are getting to be that 'Great' College. There is still a lot of work to be done and my thanks to the Clerk for the level of independence she has and for challenging me as well as the rest of the team.</p> <p>Thanks also to the Governors who have recently joined – you have brought another dimension to the Corporation. There is a lot to take in and it is important that you keep asking questions. We encourage open dialogue and challenging the Executive Leadership Team.</p> <p>Thank you to the Deputy Principals who are managing the balance between curriculum and finance, and I think it's good that we have that push and pull.</p> <p>Thanks to the Principal, through her leadership, we have been given the opportunity to move things forward.</p> <p>Have a great summer everybody.</p>												
88.20	16.0 Date and Time of Next Meeting												
	<p>Friday 15th October 2021 – time to be advised.</p> <p>Meetings/events for the early Autumn Term:</p> <table border="1" data-bbox="236 1048 1458 1384"> <tr> <td>Finance & General Purposes committee</td> <td>Friday 24th September 9.00am</td> </tr> <tr> <td>Audit Committee</td> <td>Friday 1st October 9.00am (To be agreed)</td> </tr> <tr> <td>Governor Link Day</td> <td>Monday 4th October 9.00am – 3.00pm</td> </tr> <tr> <td>Search & Governance Committee</td> <td>Wednesday 6th October 6.00pm</td> </tr> <tr> <td>Senior Staff Performance & Remuneration Committee</td> <td>Friday 15th October 8.30am</td> </tr> <tr> <td>FE Corporation & Conference</td> <td>Friday 15th October 9.30am to 5.00pm (To be advised for Conference)</td> </tr> </table>	Finance & General Purposes committee	Friday 24 th September 9.00am	Audit Committee	Friday 1 st October 9.00am (To be agreed)	Governor Link Day	Monday 4 th October 9.00am – 3.00pm	Search & Governance Committee	Wednesday 6 th October 6.00pm	Senior Staff Performance & Remuneration Committee	Friday 15 th October 8.30am	FE Corporation & Conference	Friday 15 th October 9.30am to 5.00pm (To be advised for Conference)
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Decisions:

1. Approved the Equality & Diversity Policy and associated flyer for publication on the NESCOT website.
2. Approved the Capital programme 2021/22
3. Approved the Capital bids for 2021/22
4. Approved the subcontracting supply chain fees and charges policy and published fees and charges 2021/22
5. Approved the subcontractors and allocations 2021/22
6. Agreed for an additional £1m to be placed in the investment fund managed by Smith &Williamson
7. Agreed the budget for 2021/22 and one-year forecast
8. Agreed a 2% consolidated pay rise for NESCOT/NEL staff for 2021/22
9. Agreed a £500 non-consolidated pro-rata bonus for all NESCOT and applicable NEL staff

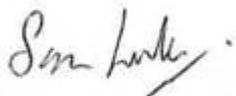
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10. Agreed the roles of Chair/Vice-Chair/Committee Chairs and committee membership for 2021/22 subject to the addition of Vince Romagnuolo as a member of Audit Committee
11. Agreed the revisions/amendments to Standing Orders for publication on the NESCOT website
12. Agreed the updated Terms of Reference for Senior Staff Performance and Remuneration, Audit, Finance & General Purposes, Search & Governance and Curriculum & Quality Committees for publication on the NESCOT website (subject to a minor amendment to the Curriculum & Quality terms of reference agreed in the meeting).
13. Agreed the Corporate Calendar 2021/22
14. Approved the Financial Statements Audit Strategy 2021
15. Approved the Internal Audit Plan 2021/22

Actions:

1. Report back on Inclusivity Working group and progress on producing a student diversity and inclusivity video.
2. Clarification on the application data for Animal care courses.
3. Arrange for a Governor tour of the site to view buildings that have been identified for refurbishment and/or upgrading.

Signed

A handwritten signature in black ink, appearing to read 'Sam Luke'.

Date...15th October 2021...

Professor Sam Luke, Chair of the Corporation