



Minutes of the North East Surrey College of Technology Corporation Meeting held on Friday 24 July 09.00 in Meeting Room B and via Zoom

Present:	In Attendance:
Professor Sam Luke (Chair) Mrs. Lynn Reddick (Vice Chair) Mr Simon Enoch Ms Maureen Kilminster Ms Margaret Martin Mr. Chris Muller (from 09.40) Mr Vince Romagnuolo Mr Peter Stamps Mr. Nick Vaughan-Barratt Mrs Frances Rutter (Principal and Group CEO) Mr Graeme Hodge (Support Staff Governor)	Ms Maria Vetrone – Deputy Principal (Finance & Resources) Mr. Cliff Shaw – Deputy Principal (Curriculum & Quality) Mrs. Donna Patterson (Director of HR) Mr. Dario Stevens – Vice Principal (Planning & information) Mrs Sandra Dessent – Clerk to the Corporation

Meeting reference	Agenda Item
91.19	1. Apologies for absence
	Apologies for absence were received from Mr. John Willis and Mr. Jamie Hodge (support staff governor)
92.19	2. Declarations of Interest
	<p>The Chair reminded Members to declare any interest they may have in any of the items on the agenda.</p> <p><u>Professor Luke</u>: unenumerated 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>: unenumerated Director of NESCOT Enterprises Ltd.</p> <p><u>Mrs Rutter</u>: unenumerated Director of NESCOT Enterprises Ltd, North East Surrey College of Technology Trust, NESCOT Holdings Ltd and Epsom Downs Business Centre Ltd.</p> <p><u>Mrs Lynn Reddick</u> declared her interest as the Director of Learning at the Orpheus Centre, a specialist provider in Surrey.</p> <p><u>Ms Margaret Martin</u> declared her interest as a member of Ewell Rotary Club, a trustee of Age Concern and a member of Surrey Chamber of Commerce.</p> <p><u>Ms Maureen Kilminster</u> declared her former position as the Principal of a College in Surrey.</p>
93.19	3. Minutes and Matters Arising
	<p>The minutes of the meeting held on 19 June 2020 were approved as a correct record and will be signed by the Chair electronically.</p> <p>It was noted that actions recorded in matters arising were included in items on the agenda.</p>

94.19	4. Quoracy
No further additional Corporation meetings had been planned and it was therefore agreed to reinstate a quoracy of five members going forward	
95.19	5. Chair's Briefing
Following a recommendation from the Search and Governance Committee held on 7 th May 2020, The Chair invited the Corporation to endorse a recommendation to reinstate governors Mr. Peter Stamps and Mr. Chris Muller for a year commencing 1 st September 2020.	
It was agreed unanimously to implement the recommendation and the Chair thanked the governors for their valuable contributions to the Corporation so far and in the coming year looked forward to working with them.	
The Chair also expressed thanks on behalf of the Corporation to the management team for their continuing hard work and extraordinary efforts in the challenging environment.	
96.19	6. Student Matters
No student governors were present at the meeting and the Clerk to the Corporation agreed to engage with them and liaise with the Chair outside the meeting.	
97.19	7. Staff Members
Graeme Hodge – Support Staff Governor did not have any updates for the Corporation.	
98.19	8. Update Reports
<u>8.1 Principal' Report</u>	
The Principal outlined the continuing and evolving responses to the challenges created by Covid-19 and the arrangements in place for the new academic year – all of which were covered in detail in papers attached to the agenda.	
The Corporation was updated on an ongoing confidential matter and invited to channel any questions or queries through the agreed points of contact Mr. Simon Enoch and the Principal.	
<u>8.2 Final Covid-19 Risk Register</u>	
The latest update of the Covid-19 risk register was received by the Corporation detailing risks and proposed actions associated with social distancing and lockdown restrictions.	
A total of 21 risks had been identified out of which 19 had been rated low or acceptable in net risk. Two remained high net risk as follows:	
Cyber Fraud: Due to the rise in online communication creating heightened vulnerability to cyber, data security (including GDPR) and privacy threats. <i>To mitigate the risk IT controls had been significantly strengthened over the past twelve months by daily monitoring, follow-up to ensure that all relevant staff complete Educare training – cybersecurity module and ongoing communications about DGPR and personal responsibilities.</i>	
Lack of engagement with current and prospective employers: Due to furloughing of staff by employers leading to laying off of apprentices and not replacing them, which has the potential to significantly impact the College's income streams and financial targets. <i>To mitigate the risk the College has put into place to support apprentices via remote learning, enhanced data collection, weekly meetings with Sales team to drive employer engagement and development of full cost distance learning programmes.</i>	

It was noted that risks would continue to be monitored.

8.3 Curriculum Update including safeguarding and Enrolment update

The Deputy Principal (Curriculum & Quality) advised the Corporation that whilst there had been no challenges from the awarding organisations it was too early to establish an accurate assessment of final grades/achievements.

Attendance and engagement were reported as very good and details were provided of the gradual return of students. 110+ compliments had been received in relation to the arrangements during the lockdown period. Three complaints been received two of which were resolved and one that was under investigation.

The Corporation were presented with a comprehensive breakdown of the arrangements in place for the new academic year to ensure compliance with social distancing regulations and health and safety requirements and it was noted that up to 80% of students were expected to be on campus at any one time.

To assist with the smooth running of the new curriculum the Corporation were advised that the role of Progress Coach |(now called Personal Development Coach (PDC)) had been reviewed and as previously will deliver tutorials and 1-1 reviews focusing on academic progress, attendance, mental and physical wellbeing, career planning and the next step.

To further promote students' well-being Covid secure enrichment will be offered comprising of traditional sport and fitness activities, clubs and societies arranged by the faculty 'bubbles'.

With regard to safeguarding it was noted that a total of 736 referrals had been received in total in comparison to 444 the previous year and going forward students were to be actively encouraged to make staff aware of an concerns at the start of the year. A comprehensive and detailed breakdown of the safeguarding referral categories was included in the report and ongoing actions to resolve the issues raised.

The Vice Principal summarised the enrolment figures as follows:

2,177	FE 16-18 applicants (up 21% from last year)
742	FE 19+ applicants (down 16% from last year)
229	HE applicants (down 20% from last year)
200	Apprentice applicants (120 have employers and offered place)
1,572	FT FE 16-18 enrolled
887	FT FE 16-18 appointments to take place in August
1,754	16-18 ESFA allocation
1,620	Applicants invited in total to enrol in August

It was noted that animal studies, care & early years, games design and public services had not yet started the enrolment process.

Detail was given on the core enrolment activities planned for August.

8.4 HR Update

The Director of HR reported that the main focus since the last meeting had been preparing for the safe return to work of staff in September and plans to support their mental health and well-being. To that end a welcome event had been offered designed to reassure staff and address any concerns. The invitation had attracted fifty responses and ten staff subsequently attended the event following which positive feedback was received from the support and academic staff involved.

With regard to the return to work for vulnerable and extremely vulnerable staff members (as per the government categorisation) it was reported that most could return to work with appropriate adjustments and comprehensive health and safety measures in place and HR would continue to engage with and advise the few staff exceptions that couldn't return in the current circumstances.

A further 'We Thrive' survey had been circulated with 169 responses received. The results indicated that having felt isolated during lockdown the majority of staff were looking forward to returning to work for the social aspects of College life. The two main concerns were social distancing arrangements and cleanliness both of which were being extensively addressed.

It was further noted that in response to two questions on whether the staff trusted the College to put into place the necessary arrangements for a safe return to work and was the right type of communication being used, both scored 3.8 out of 5 which was an encouraging indication that the return to work plans were effective.

99.19 9. Strategy Reports

9.1 Progress Against Strategic Objectives

The Corporation received a report detailing strategic plan key performance indicators updated to July 2020. The performance of each of the objectives was RAG rated and showed that good progress was being made. Only three out of 30 KPIs were red rated despite the impact of Covid-19 which had adverse on effect on stability and growth indicators i.e. operating surplus and income as a percentage of budget.

It was noted that the KPI scorecard had been static since lockdown.

100.19 10. Finance Reports

10.1 Chair's Report and draft Minutes from 17 July

The Chair of Finance and General Purposes Committee gave feedback on the meeting of 17 July summarised in the draft minutes which detailed the reports and decisions made and referred to the Corporation for endorsement, as follows:

10.2/10.3 Management Accounts May 2020 and F& GP Committee KPIs

The Deputy Principal (Finance & Resources) gave a power point presentation which summarised the main headlines below:

The financial performance of the College was overall significantly behind budget as of 31 May 2020 with forecast to year end with likely case versus best case scenarios as follows:

College Group	Likely case forecast (£000)	Best case budget (£000)	Variance (£000)	Movement in forecast since March 2020 (£000)
Total income	27,290	29,048	(1,758)	 2,188
Total pay expenditure	(15,947)	(15,807)	(140)	 150
Total non pay expenditure	(11,744)	(13,241)	1,497	 77
Total expenditure	(27,691)	(29,048)	1,357	 227
Operating surplus/ (deficit)	(401)	0	(401)	 1,961

*Table contains some rounding error

The five financial pressure points to date were:

- Loss of income from Covid-19 £587k
- Loss of income from ASTML Curriculum Plan - £1.731m
- Achievement of £356k saving on pay cost efficiency target against target of £660k savings
- Under-enrolment against curriculum plan for self-paying learners £344k
- Additional LGPS charges of £136k

The presentation highlighted the following progress on financial KPIs

KPI	Actual 31 May	Forecast outturn	Budget
Cash days in hand	75	92	97
Adjusted current ratio	5.09	3.14	3.43
EBITDA	13.20%	9.24%	9.52%
Financial Health	Outstanding	Outstanding	Outstanding

10.4 Capital Programme

The Corporation received a report detailing the proposed capital programme for 2020/21 for building and refurbishment works totalling £1,617k comprising of projects intended to further develop the College estate and to build on the campus development provided by the recent major capital scheme and additional capital works since 2016/7, in accordance with the updated Estates Strategy 2023. The programme was also developed taking into account feedback from students and staff regarding College facilities and infrastructure.

It was noted that the College's cash reserves would be used to deliver the capital programme with no borrowing required and furthermore a contingency of £100k had been built in the programme.

The report provided a brief outline of each of the projects included.

Having considered the report, the Corporation endorsed the recommendation of the Finance & General Purposes Committee to approve the draft capital programme 2020/21

10.5. Capital Bids 2020/21

The Corporation was advised that the proposed capital equipment programme for 2020/21 totalled £778,581 split as follows:

Capitalised furniture and equipment	31,687
IT/ computer equipment	746,894
Total	778,581

** Includes £325,000 ring fenced for further upgrade of the College's IT infrastructure and network, specifically related to the renewal of 72 switches across campus.*

It was noted that the all the bids listed were in line with the College's strategic priorities and had been through a strict selection process as outlined in the report.

Accordingly, the Corporation endorsed the recommendation from Finance & General purposes Committee and endorsed the Capital Bids 2020/21.

10.6 Settlement Payments to College Staff

It was noted that the 2019/20 payments were well within contingencies and had been well managed by the HR team.

The Corporation therefore endorsed the recommendation of the Finance & General Purposes Committee to agree the settlement payments to College staff 2019/20.

10.7 Investment Fund Update

The Corporation received a paper detailing the performance of the Investment Fund of £1m managed by Smith & Williamson the College's external cash manager up to 30 June 2020.

The report concluded that the financial performance of the investment fund for the three months up to 30th June had been much stronger than in the previous quarter and had generated £97,195 (10.9%) return on investment. However, in the last six-month period the fund had incurred unrealised losses of £61k (5.8%) from a fund valuation of £1.05m on 31st December 2019.

The Deputy Principal advised that there was an opportunity to invest a further £1m into the investment fund (to take advantage of the low point in the financial market), and following discussion on the potential for increasing return on the additional investment against the possible risks, the Corporation agreed to endorse the recommendation of the Finance & General Purposes Committee that a further £1m be invested in the fund.

100.19 11. Finance Budget 2020/21

This report set out the forecast outturn for 2019/20, the Budget 2020/21 and the forecast for 2021/22 to enable the Governors to review and approve the financial plan for the College Group.

The main headline numbers were as follows:

Statement of Comprehensive Income	Forecast Outturn 2019-20* As at 31/05 £k	Budget 2020-21 £k	Forecast 2022-22 £k
Total income	27,290	30,121	33,153
Total pay expenditure	(15,947)	(17,798)	(18,966)
Total non-pay expenditure	(11,744)	(12,305)	(13,234)
Total expenditure	(27,691)	(30,103)	(32,200)
Operating surplus/ (deficit)	(401)	18	953

The ESFA key performance indicators were presented as follows:

Key Performance Indicators	2020*	2021	2022
Financial health	Outstanding	Outstanding	Outstanding
Borrowings as % of income	0.30%	0.20%	0.11%
EBITDA as % of income*	9.24%	9.09%	11.63%
Adjusted current ratio	3.14	3.25	3.89

**EBITDA (Earnings before interest, taxes, depreciation, and amortization) – used as an indicator of overall profitability of a business*

It was noted that the financial summaries were for the NESCOL College Group, encompassing the main College and NESCOL Enterprises Ltd. The College's financial health score remains Outstanding throughout the period of the financial plan. A very small operating surplus is planned to be delivered in 2020-21, returning to more significant surpluses in 2021-22 if the Curriculum Growth Strategy is delivered.

There are net current assets throughout the financial plan and no borrowings are required. Cash days remain within the College's defined parameters and well ahead of sector benchmarks. The College's balance sheet demonstrates strength through liquidity and solvency, supported by a high level of net assets in the business.

The risks associated with the Budget 2020-21 are significant, given that it is a near-balanced budget with no contingencies, relying heavily on the performance of the College's partners against defined business plans. The College has robust strategic and operational risk registers in place with mitigating action plans that are regularly monitored by management to manage these risks, and which are particularly focused on sustainability and maintaining curriculum quality. The College's most significant strategic risks as recorded in the last update of the strategic risk register (June 2020) relate to:

1. Achievement of funding body and student recruitment targets.
2. Development and implementation of effective and robust business plans for international business, especially EU business in light of BREXIT.
3. Building sufficient management capacity to be able to deal with the continued significant change and turbulence in the sector.
4. Effective management of apprenticeship provision within a viable delivery model.

Total budgeted income in 2020-21 is set to increase from total budgeted income in 2019-20 by £1,073k (3.7%) and from total forecast Outturn 2019-20 by £2,831k (10.4%). Forecast Outturn 2019-20 includes the downgrading of a number of income streams that were still at risk at 31 May 2020 from the COVID-19 crisis. From forecast Outturn 2019-20, the growth in total income is mainly from increased 16-19 ESFA lagged funding of £1,681k due to higher student numbers in 2019-20. Other factors include: (1) increased full cost income of £822k, mainly from the College's Rapid Business Development initiative to launch 'Rebuild your future with NESCOLT', and from more school links programmes; (2) increased HE tuition fees of £420k from additional take up of HE programmes delivered by the College's partners; and (3) increased ESFA high needs funding of £293k from increased numbers of high needs students in 2019-20. There is a reduction in some funding and fee income from other areas, including non-devolved adult education and 19+ non levy apprenticeships.

Total budgeted pay expenditure in 2020-21 is set to increase from total budgeted pay expenditure in 2019-20 by £1,991k (12.6%) and exceeds forecast Outturn 2019-20 by £1,851k (11.6%). The pay budget for 2020-21 includes: (1) additional teaching capacity of £1,347k to support planned growth in student numbers, funding for which is lagged into 2021-22; (2) the full year of teachers' pension employer contributions at a much higher rate of 23.68% costing an additional £387k; and (3) a consolidated cost of living increase of 1% costing £164k.

Total budgeted non-pay expenditure in 2020-21 is set to reduce from total budgeted non-pay expenditure in 2019-20 by £936k (7.1%) but is £561k (4.8%) greater than forecast Outturn 2019-20. From the budget in 2019-20, costs have reduced down significantly mainly because of the decline in business from the ASTML direct delivery partnership. From forecast Outturn 2019-20, the increase in total non-pay expenditure is mainly from increased subcontracting of HE provision with a new subcontractor, Applied Business Academy (ABA), which is being developed with a view to conversion to a direct delivery partnership to mitigate the current decline in business through ASMTL.

The key risks to the successful delivery of the Budget 2020-21 are:

1. Deteriorating operating environment due to the resurgence of coronavirus, resulting in local lockdown and inability to operate 'Business Mostly as Usual' for a prolonged period of time.
2. Failure to deliver the ASTM joint venture budget, because of continued under-recruitment of students and/or higher than anticipated costs of delivery.
3. Failure to deliver ABA subcontracted activity, because of under-recruitment of students.
4. Failure to achieve apprenticeships income targets, because of an insufficient level of apprenticeship vacancies with employers due to deteriorating market conditions.
5. Failure to achieve full cost income targets, because of insufficient sales drive at Director of Faculty level; and lack of ownership in Curriculum of the Sales Strategy.

6. Failure to engage successfully with local authorities and schools to achieve High Needs student number targets and funding, because of lack of engagement and ownership of the High Needs Strategy.
7. Failure to receive the full year allocation from the ESFA to cover the increased costs of the TPS.
8. Failure to operate within the budgeted cost base, because of lack of financial discipline and loss of control over staffing.

The Deputy Principal (Finance & Resources) advised that the budget commentary gave a high level of clarity and detail on all elements of the budget and subsequently the Budget 2020/21 and the One year forecast for 2021-22 including a 1% staff pay award (amounting to a total of £165,000) was agreed by the Corporation following recommendation from the Finance & General Purposes Committee.

101.19 12. Audit Matters

12.1 Chair's Report and draft Minutes from 13 July

The Chair of Audit Committee gave feedback on the meeting of 13 July summarised in the draft minutes and expressed thanks to the management team for their hard work in implementing the audit recommendations. However, it was recognised that further focus was needed in order to deliver the audit recommendations for the staff appraisal system.

12.2 Financial Statements Audit Strategy 2020

The report and appendix presented to the Corporation summarised the auditor's approach to the audit of the College's financial statements for the year ending 31 July 2020. A meeting with the external auditors MacIntyre Hudson had informed the approach.

An overall financial statements materiality of £270k was anticipated based on the 2020 projected outturn. It was noted that materiality levels were based on revenue balances and that misstatements found in excess of £13,500: 5% of materiality would be reported by the external auditors.

It was concluded that the Financial Statements Audit Strategy 2020 was considered to be sufficient and compliant with the requirements of the International Standards on Auditing (UK) and therefore the Corporation agreed to endorse the Audit Committee's recommendation to approve the Financial Statements Audit Strategy 2020.

12.3 Internal Audit Plan 2020/21

The purpose of this report was to provide the Corporation with an independent assessment of the insurance needs of the College and a plan for providing independent assurances aligned with the College's strategic objectives and risks.

The College's internal auditors RSM proposed the following for 2020/21:

IT Follow Up	5
Governance	4
Staff Deployment	5.5
Learner Number Systems	6.5
Key Financial Controls	5
Follow Up	2
Audit Management	11
Total audit days	39

39 audit days were proposed at a total cost of £23,985 and a daily rate of £615 (in comparison to £27,132 total cost and £646 daily rate for 42 days in 2018/19).

An additional assignment – HR Health Check had also been included but at no cost to the College.

The plan was considered sufficient and therefore the Corporation endorsed the recommendation of the Audit Committee to approve the Internal Audit Plan 2020/21.

12.4 Subcontracting policy and allocations 2020-21

Following the ESFA's published new subcontracting rules for the allocation of funding to sub-contractors, the College obtained legal advice for the procurement process and used the Delta e-sourcing platform to tender for sub-contractor services. The process resulted in 120 bids which were overall high quality.

With regard to sub-contracting fees and charges the Finance & General purposes Committee had reviewed the charging policy and approved the College's draft subcontracting policy. It had been concluded that the policy document was broadly unchanged from the previous year except for reference to the detailed tender process that had culminated in the production of the comprehensive preferred suppliers list of subcontractors.

After conducting a strict due diligence process, the following sub-contractors and allocations were proposed for 2020-21 at the culmination of the procurement process:

	Subcontractor	ESFA AEB	ESFA AEB (19+ Traineeship)	ESFA AEB Community Learning	ESFA Advance Loans	GLA AEB	16-18 Apprentices	19+ Apprenticeship	Higher Education OfS
1	Applied Business Academy								£875,800
2	Surrey County Council (SOLD)			£40,000					
3	Best Training London South Ltd	£100,000 (Procured)							
4	Free To Learn Ltd	£419,016				£150,00			

		£72,146 (Procured)							
5	Aspire Sporting Academy Ltd	£126,878							
6	British Academy of Jewellery					£100,000			
7	In2Skills Ltd	£126,878	£95,260						

Having considered the subcontractors allocation of funding for 2020/21, the Corporation endorsed the decision of the Finance & General Purposes Committee to agree the subcontracting policy and allocations for 2020-21.

12.5 Strategic Risk Register

The purpose of this report was to update the Corporation with the latest strategic risk register designed to ensure the College's strategic objectives and priorities were identified, prioritised and managed.

The register included 26 strategic risks, broken down as follows:

The	Net risk category	Number of net risks in category at last report	Number of net risks in category in this report	four
	Low	5	5	
	Acceptable	7	9	
	High	9	8	
	Significant	4	4	
	Totals	25	26	

significant risks were summarised as follows:

- Risk 4: Failure to achieve ESFA 16-18 devolved AEB full cost, HE, High Needs, and apprenticeship recruitment targets may lead to significant reductions in funding, failure to achieve financial targets, loss of sustainability, and failure to achieve College's key strategic priorities.
In 2019-20 the College lost over £4m funding allocation, the impact of which was mitigated by stretching income targets and cost saving measures. Actions have been taken to stimulate demand and increase student numbers however it is anticipated achieving budget targets will continue to be challenging in 2020/21.

- Risk 18 – Failure to develop and implement effective and robust business plans for international business, especially EU business in light of Brexit, may lead to failure to achieve income targets, failure to achieve key strategic priorities, and damage to reputation.
£600K pa of income from the Italian company ICOM (International College of Osteopathic Medicine) could be under threat due to Brexit, and in response management are working to review and re-design the courses as well as pursuing new international business
- Risk 23: Adverse changes in government policy and the external economic environment.
In response to the risk the College continues to develop and ensure implementation of key strategies alongside scenario planning for further reductions and additional restrictions for subcontracting. The College is also prepared for the potential adverse implications from Brexit.
- Risk 25: Failure to properly manage Apprenticeships and funding.
Apprenticeship provision will be continually reviewed with loss making provision being removed and the business model likely to be re-designed. The Sales Team continuing focus will be on the engagement of levy paying employers.

It was noted that Risk 2 – Failure of key information systems and loss of data has been reduced from ‘significant’ to ‘high’ (although the College management was still strongly focused on risk mitigation) and Risk 8 – the impact of Covid-19 possibly leading to serious long term disruption has been reduced from ‘high’ to ‘acceptable’ (the college maintains a separate detailed risk register for Covid-19).

102.19 13. Committee Reports to Corporation

13.1/13.2/13.3 Committee minutes

The following Committee Minutes were received; Audit Committee 20th March 2020, Finance & General Purposes Committee 13th March and 1st May and Search & Governance 7th May 2020.

103.19 14. Calendar of Meetings

The Corporation received and approved the draft Calendar of meetings with one agreed amendment – Finances & General Purposes Committee on 25th January 2021 start time to be changed from 9.00am to 6.00pm.

104.19 15. Meeting Evaluation

The Chair invited those present to feedback their experience of the meeting. All agreed that it was a good meeting, and the following comments were made:

- Big thank you to the Executive Leadership team. There is a big task ahead but looking Covid ready for September. Good luck with all the planning over the summer period.
- There is still a long journey ahead and a lot on our plate going forward. We are just starting the new stage with Covid.

- It would be useful to have the papers for the meeting a little earlier as there is a lot to plough through and to look at them well ahead of the meeting would be beneficial.
- The meeting was well chaired and we got through what we needed to get done.
- Emphasis on the challenge the college faces in September as the vast number of students that come into the College won't have been in education for six months. It has never happened before; their work habits will be very different and will create a significant challenge.
- Well done on the finances – most institutions at this point are looking at deficits and it is encouraging to see how much work has been done at this College to reduce the deficit, which is no easy task.
- Looking forward to seeing and being involved with a strategic update at the appropriate time.
- Got through what we needed to in the meeting and during this year. Looking forward to starting afresh next year.
- Thinking about feedback from students and wondering if the online learning experience has been a good or bad thing, although 100 plus compliments and only two negative comments is an indication of a positive experience.
- Hopefully the College won't lose the opportunity to learn from what has happened over the past few months for blended learning, and we will look at different strategies going forward that are not related to Covid.
- The management team are working on new IT strategy and totally transforming that strategy on the basis of some of the lessons learned staff wise and student wise. We are building a picture of what the actual physical infrastructure in the College will look like based on what the Deputy Principal (Curriculum and Quality) is doing with learning strategies and using those to produce a new road map.
- We are also working on moving governors away from Weblearn and Board packs and onto the new Sharepoint which will also give access to College news and social media feeds so governors can keep up to date with aspects of College life. It is hoped to have it ready by the beginning of the new academic year in September.

The Principal thanked the Clerk to the Governors for doing a fantastic job in difficult circumstances and learning on the job as she went along. She added that the circulation of agenda papers further in advance is being worked on.

The Chair thanked everybody for all the work that had been done up to the end of term. He emphasized there was a lot more to do to get ready for September and encouraged everyone to keep up the good work. He also expressed a big thank you for the work that had been done to reduce the deficit so significantly. All the other institutions where he is on the Board it had gone the other way, and it was good to see what team NESCOL had been able to achieve. However, he added that the College was not out of the woods yet and still need to push forward – He emphasized the importance of looking at the strategic as well as the tactical and operational. He wished everybody a great summer break and hoped that the next Corporation meeting could be held in the Board Room – socially distanced.

104.19 16. Any Other Business

Being a critical element of growth, an update was requested on the progress of the CRM system.

The Corporation were advised that Tribal had been appointed as project managers and to provide governance around the process. There had been some slippage on the timeline due to the need to procure additional licenses. A phased approach was being implemented and the first stage which was currently taking place was workshops to familiarise staff with the process and promote employee engagement and it was noted that versatility of the product allowed continual learning through staff using the system.

The Corporation were assured that all those involved with developing the project were fully engaged and confident that the system will be operating in September.

There being no further business the meeting closed at 11.02am

105.19 17. Future Meetings

The next meeting of FE Corporation will be held on **Friday 16th October 2020 at 9.00am**

The agreed Calendar of Meetings 2020/21 to be circulated, and outlook invitations will be sent out.

The Corporation approved the following policies/proposals:

- Capital Programme 2020/21
- Capital Bids Programme 2020/21
- Settlement payments for College Staff 2019/20
- For a further £1m to be invested in the fund managed by Smith & Williamson
- Budget 2020/21 and one years forecast 2021/22, including a 1% staff pay award
- Financial Statements Audit Strategy 2020/21
- Internal Audit Plan 2020/21
- Sub-contractors policy and allocation of funding 2020/21
- Calendar of Meetings 2020/21 with one agreed amendment

Sam Lundy.

6th November 2020