

REASEHEATH COLLEGE BOARD

BOARD MEETING

Minutes of the meeting held on 18 July 2024 at 9.30am Food Futures Centre Reaseheath College

Present	<p>Marcus Clinton (principal) MC (<i>items 1 – 5 inclusive</i>)</p> <p>Jane Cowell OBE (independent) (Chair) JC</p> <p>Evelyn Davies-Jones (independent) EDJ</p> <p>Prof Chris Gaskell (independent) CG</p> <p>Phil Gibbon (staff) PGibbon (<i>items 1 – 5 inclusive</i>)</p> <p>Peter Green (independent) PG</p> <p>Mike Gorton (independent) MG (<i>items 1 – 5.1 inclusive</i>)</p> <p>Dr Elizabeth Harrison (independent) EH</p> <p>Angela Potter (independent) AP</p> <p>Liz Watts (staff) LW (<i>items 1 – 5 inclusive</i>)</p> <p>Isabella Yates (student) IY (<i>items 1 – 5 inclusive</i>)</p>
Attending	<p>Sean Houlston (observer) SH (<i>items 1 – 5 inclusive</i>)</p> <p>Graeme Lavery (vice principal, finance and resources) GL (<i>items 1 – 5 inclusive</i>)</p> <p>Paul Spearritt (vice principal, curriculum and quality) PS (<i>items 1 – 5 inclusive</i>)</p> <p>James Eagney (assistant principal) JE (<i>items 1 – 5 inclusive</i>)</p> <p>John Kendal (assistant principal) JK (<i>items 1 – 5 inclusive</i>)</p> <p>Sharon Yates (assistant principal) SY (<i>items 1 – 5 inclusive</i>)</p> <p>Jackie Schillinger (head of governance) JS</p>

PART A unless stated

item	Content
1.1	The Chair welcomed all to the meeting. Apologies were received and accepted from members Prof Eunice Simmons, Prof Gary Crowe, Malcolm Burns, Andrew Fletcher, Paul Weston, Alex Hickey and Casey Crispin. Associate members Karol Bailey and Alastair Taylor had also sent apologies in advance. The meeting was quorate and remained quorate throughout.
1.2	There were no declarations of interest made to the meeting.
1.3	RESOLVED: The minutes of the meetings held on 28 March 2024 and 23 May 2024 were confirmed as a correct record.
Corporation Core Function Accountabilities	
2.	Determining and developing college educational character – vision mission and values
2.1	<p>Safeguarding, Prevent and Wellbeing Report: Designated Safeguarding Lead PS provided an overview of the report, with the significant external audit work in this area and work on CPOMs and resourcing the safeguarding team. He highlighted the controls in place including:</p> <ul style="list-style-type: none"> • Safeguarding and Prevent Policy framework. • Student Services and Wellbeing Teams in place and resourced. • Trained Safeguarding Leads team in place with regular meetings and case logging. • Training and development programmes in place.

	<ul style="list-style-type: none"> • Safer Recruitment and DBS policy in place, with a couple of recommendations from recent internal audit already implemented. • Improved monitoring in relation to online safety. • Prevent Risk Register with a lock-down drill planned for the new academic year. • CPOMS monitoring of significant safeguarding cases, with a full roll out in the new academic year. • Collaboration with other key agencies. • Test and challenge via audit, including Cheshire East Audit and RSM Internal audit. • Ofsted Care Standards RSM internal audit planned in the new academic year. • Logging system to ensure all staff have completed the required annual safeguarding Keeping Children Safe in Education and prevent training. • Positive feedback from staff and students highlighted in the Safeguarding Children in Education Settings (SCiES) Cheshire East 'Policy in Practice Review' (February 2024). Students said, "radicalisation and extremism are talked about in BeReady sessions", "Wellbeing and Safeguarding Officers, Lecturers and Course Managers will drop everything to help", and "The College does not have any 'no go' areas or places that you don't feel safe or would not go to". Staff talked confidently around Prevent, they gave examples of updates and training they had received around a range of topics. Staff were clear about the issues that affect the students, they reported being really confident in being able to signpost services to students, that the college's filtering and monitoring system worked well, and they were clear on who to report to regarding serious safeguarding concerns. • High scores in all student surveys in relation to how safe students feel in college. • 98% of staff surveyed saying that they have received adequate training about identifying and reporting causes for concern regarding safeguarding (internal audit). • 100% of staff surveyed saying that they are aware of the requirements included in the latest KCSiE guidance regarding safeguarding and Prevent (internal audit). • Over the 2023-24 academic year, the newly created role of Safeguarding Manager has been immensely valuable, in this period of increasing frequency and complexity of safeguarding and wellbeing related issues, with excellent feedback received from staff and students on impact of the role. This role has taken the lead on the management of safeguarding cases, engagement with multi-agency services, responses to the Lightspeed online monitoring notifications, reviews of departmental safeguarding logs with Curriculum Area Managers and CPOMS development so that it is rolled out for use to all staff in September.
2.2	<p>Questions and Discussion followed with several key points raised:</p> <ul style="list-style-type: none"> • Safeguarding lead governor MG endorsed the resourcing of a Safeguarding Manager role and the full roll out of CPOMS to ensure that reporting is all in one system and clear for all staff. • Discussion of analysis of data to identify any trends and if there are any hotspots as well as input from the multi-agency group on key issues in the area. • Cross college involvement in safeguarding, with positive increased engagement from apprentices, with the safeguarding leads team taking the opportunity to raise awareness via staff development session and development of bitesize training modules. • Clarification on the data in relation to staff as at the date of the report, with close engagement with the LADO ongoing in relation to any concerns raised and a regular programme of training for staff on professional standards in the workplace and on social media in place.

	<ul style="list-style-type: none"> • In response to questioning on how the college knows the training for staff and students has had impact and is embedded, PS confirmed that the college is never complacent and has positive assurance currently from the internal and external audits carried out which included speaking to students and staff, as well as the college student and staff surveys. The Career Ready student programme for next year has safeguarding, wellbeing and prevent woven in throughout and reinforced. • An aide memoir for governor link visits on several key areas including safeguarding, health and safety, special education needs (SEN) and meeting skills with suggested questions to ask would be provided for the new academic year. <i>ACTION</i>. • Governors questioned if the college is resourced sufficiently to cope with demand for wellbeing support. PS provided assurance that whilst it is very busy, wellbeing support can be accessed without undue delay and the college is also working with external agencies.
2.2	RESOLVED: Substantial assurance is taken from the Safeguarding Prevent and Wellbeing report on the continued management of the college's safeguarding and prevent responsibilities and wellbeing support
2.3	<p>Health and Safety Report: Vice Principal Finance and Resources GL presented the termly report, covering a review of accident and incident reporting, statutory compliance, management priorities and governance oversight. He highlighted the following areas:</p> <ul style="list-style-type: none"> • The Accident and Incident Reporting (AIR) tool has been operational for nearly a year. The college is starting to see "richer" information which help identify departmental hot spots and remedial training or development. The AIR makes the reporting of incidents easier and more complete facilitating clearer monitoring and resolution and if required changes to processes or ways of working. • Following the RIDDOR reportable incident in September 2024, the college has been supporting the Health and Safety Executive (HSE) with their investigation and follow-up. It is worth putting into context that the college's health and safety record has been strong over many years, whilst delivering training to young people, in some of the highest health and safety risk areas. In the recent student survey 98.7% of students said that they felt safe in college, whilst in the recent staff survey, 95% of staff felt safe and 96% of staff were familiar with the college's health and safety procedures. • An independent review has been completed and shared with the Audit Committee, with recommendations from the report and those already initiated by the college currently being addressed. The Audit committee discussed the benefits of an oversight group to provide test and challenge to assure the Board that the actions are completed in line with the agreed timelines. • The college management team's focus is on compliance and culture with this being a major focus in the staff development day at the start of the new academic year, and supported by appropriate CPD to ensure staff are capable and confident in their responsibilities.
2.4	<p>In discussion on the report presentation, the following key points were made:</p> <ul style="list-style-type: none"> • Audit Committee member PG gave assurance that the committee had spent a good amount of time considering the audit report and raised queries on whether all the points were sufficiently covered in the college's action plan. From this discussion it was agreed that a short-term task and finish group at board level would be useful to provide assurance. Members agreed with this suggestion. • In response to a query on Apprenticeships accidents and incidents reported in the data, SY provided assurance that the department is a large one and the data is not an outlier when

	<p>looked at as a percentage. She confirmed that several of the reported incidents were employer lapses, which are followed up with the employer and recorded on the customer relationship management (CRM) system. If the employer does not respond appropriately, the college can remove them, and this is shared across college so that the college no longer works with them.</p> <ul style="list-style-type: none"> • In response to a question on the staff survey sample size, it was confirmed that it covered 67% of staff and the student survey 95% of students, with any specific safety concerns raised in the survey followed up.
2.5	<p>RESOLVED: The Health and Safety Report is received, with agreed audit and governance oversight recommendations. The Board supports the executive actions to bring the health and safety strategic risk level to within risk appetite of averse and agrees the following oversight actions:</p> <ul style="list-style-type: none"> • A Board level oversight working group with membership to include governors, management and an external representative to oversee the health and safety action plan in relation to process and culture. • The timing of the RSM audit planned for 2024-25 considered carefully to ensure it is as early as practicable or if it could be completed in stages; and • The external expert be invited to re-assess against the original scope to measure impact at an appropriate time.
3.	Setting and Communicating the College Strategy and Goals – Strategic Plan and Annual Operating Plan
3.1	<p>Chair's Report: The Chair, JC, presented an overview of engagement with students, staff and external stakeholders over the period, including:</p> <ul style="list-style-type: none"> • Attended Principal's lunch meeting with our Student Union representatives and our Student Council representatives. This provided an opportunity to gain valuable feedback on views and any concerns among the student body and to see how our student union contributes materially to personal development opportunities for our students. • Joined the online Student of the Term Awards and enjoyed listening to the citations of the winners. • Attended all three FE awards ceremonies and was pleased that Liz Harrison and Peter Green were also able to join us. • Attended the college Staff Development Day which provided a comprehensive programme of briefings and the opportunity to recognise certain members of staff who received Long Service Awards and our College Pride Awards. • Attended the 'Know Your College Day' for curriculum staff, providing a comprehensive blend of updates on progress, and priorities and in the afternoon provided a carousel of workshops on a wide range of topics including briefings on our new digital investment in "Teacher Matic" and "How2". • Regular meetings with the Principal and the Head of Governance and carrying out the annual Performance and Development Reviews with the Principal and the Head of Governance. • Regular meetings with the Vice Principal and Assistant Principal Performance and Progress on governor oversight via quality and standards committee of assurance on quality improvement action impacts. • An initial meeting with our new Senior Independent Governor (SIG) • Meeting with our new Dean of Higher Education on early thoughts about curriculum development driven approaches to achieving student number growth.

	<ul style="list-style-type: none"> Joining the Principal to interview for a new Director of People and Culture. The current postholder will be sorely missed and leaves big shoes to fill. We thank her for her substantial contribution to leading the college through challenging times in the education labour market and during the pandemic. Attended, with the Principal, the Association of Colleges' (AoC) Chairs' and Principals' Network and with fellow governor Angela, attended parts of the AoC Governors' Summit. Attended the Society of Dairy Technology Annual Dinner, and good to see that Reaseheath Alumni received several of the awards.
3.2	RESOLVED: The Chair's Report is received for assurance on engagement with staff students and external policy and sector events.
3.3	<p>Principal's Report: Principal and CEO MC presented his overview report, including Annual Strategic Objectives monitoring and College Key Performance Indicators (KPI) monitoring 2023-24. He outlined the current risk ratings and mitigation controls in relation to the principal strategic risks and he reported good progress on the strategic plan objectives in the final year of the current plan. In summary, he highlighted the following key areas:</p> <ul style="list-style-type: none"> There is more stability across the staffing and lower turnover which has also allowed the new staff to bed in and improve their practice. We expect achievement rates to have improved based on an improvement in pass rates and attendance has improved also. Student outcomes are strong in apprenticeships and higher education (HE) so the focus remains to improve further education (FE) achievement rates, especially at level three. The work commissioned through the Reaseheath Reset has had a positive impact through the academic year and we have seen improvements in pass rates to circa 90% (resit results pending) and attendance to 90% which is strong when benchmarked with schools and the sector. 92% of students cited their teaching as engaging. There have been improvements in ensuring quality assurance and quality interventions are joined up and more impactful. We have been able to support through additional coaching capacity, over recruitment of staff in some areas and increased capacity in both quality assurance and quality improvement. Work on the new strategic plan is complete and this will facilitate focus on key areas to take the college back to and beyond pre covid performance. Good progress has been made on continuing to improve the very best facilities for students, provide specialist and current equipment and meet IT needs. The new T levels are positively impacting performance at level three as students receive more taught time and this is encouraging as these numbers continue to grow. Work to continue strengthening into the next academic year is progressing at pace. A recent Know Your College Day will aid planning and development of staff in the key focus areas. Our enhanced Career Ready offer supported by the new timetable structure will continue to support our students' personal development and career readiness. It is expected that some curriculum areas unusually graded as requires improvement will return to good in the autumn and the overall profile look stronger. There is every confidence that through all the work and interventions undertaken the picture will continue to strengthen throughout the 24/25 academic year and the many positive staffing appointments, leadership developments and on-going interventions will support this. In support of all the core KPI and strategic risk areas there has been good progress with the objectives scheduled for the final year of the current plan and the business planning process has identified key objectives for each area which form their annual objectives for 24/25.

	<ul style="list-style-type: none"> Work on health and safety compliance actions are progressing at pace ahead of the next academic year, chiefly around risk assessments and embedding into planning documents, safe operating procedures and alongside this will be a renewed focus on health and safety culture. Improved oversight will ensure continual improvement and provide assurance. The college has a strong health and safety track record with good practice in many areas, but it is imperative that the college continues to improve its practice and dynamically progresses all learning points.
3.4	RESOLVED: The Principal's report is received for information providing a good understanding of the overall college position and pleasing indications that pass rates are improved and management have taken action to strengthen leadership in key areas to achieve improved outcomes.
3.5	<p>Strategy 2024-27: The Principal and CEO MC presented the final draft of the new strategic plan for approval, summarising the consultative approach with staff, students and governors and with external stakeholders through the Industry Skills Boards, Local Skills Improvement Plan (LSIP) and national strategies, which has identified four strategic priority areas: -</p> <ul style="list-style-type: none"> Excite - Connecting young people to the career paths and opportunities within the sectors we support Engage – A curriculum offer that has progressive routes for everyone. An ambitious curriculum with current leading qualifications and a wraparound Career Ready offer. Enrich – An environment that is transformative for staff and students focusing on personal development, immersion in industry and an enriching college life. Enable – Continuing to maximise leadership and staff time to support the other priorities and improving working life by transforming ways of working and the leaning and maximising of systems and processes. <p>At the heart of the plan the mission remains to be Industry Focused and Career Ready and the PRIDE values (People-Responsibility-Integrity-Diversity-Excellence) remain as they are. The paper set out the strategic priorities, objectives, actions and strategic objective KPI tracker. MC explained that during the summer the final version will be created with work on cover, graphics and images, but that the strategic intent and content is recommended for approval to become live from 1 August 2024. Members supported the recommendation, having spent significant time over the year on strategic development to develop the new plan.</p>
3.6	RESOLVED: The Reaseheath College Strategic Plan 2024-2027 is approved to be in place from 1 August 2024.
4.	Exercising effective control to ensure that funds and assets are protected, your organisation remains solvent and legal obligations are met
4.1	<p>Audit Committee Report: JS on behalf of the committee chair presented the committee report with draft minutes provided for information and approvals requested and granted for the Risk Management Annual Report and Risk Appetite Statement, the College Regularity Self-Assessment, the Internal Audit Plan and External Audit Memorandum and the Annual Re-appointment of Auditors. In addition, the committee reported:</p> <ul style="list-style-type: none"> Positive assurance on regularity with no irregularities reported in the period. Approval by the committee of the newly developed counter fraud strategy and fraud response plan and assurance that the committee will monitor progress on implementing the recommendations of the internal audit on this area. The internal audit plan was delivered on track in 2023-24 and the Follow Up Audit showed good progress.

	<ul style="list-style-type: none"> Reports received were Internal Audit Report – Framework for Prevent and Safeguarding (reasonable assurance) with the recommendations considered in the main agenda item 2.1; Internal Audit Report – T Levels Funding Compliance Arrangements (advisory review) and Health and Safety Processes, with a full discussion held with recommendations as discussed in the earlier agenda items.
4.2	RESOLVED: The Risk Management Annual Report and Risk Appetite Statement is approved.
4.3	RESOLVED: The College Regularity Self-Assessment Questionnaire is approved for signature by the Principal and Chair and submission to the external auditors for the purposes of the regularity audit.
4.4	RESOLVED: The Internal Auditor RSM's annual reappointment and Internal Audit Service Plan for 2024-25 is approved.
4.5	RESOLVED: The Financial Statements Auditor Mazars' annual reappointment and Strategy Memorandum is approved.
4.6	RESOLVED: The Audit Committee Terms of Reference are approved for 2024-25.
4.7	<p>Finance and General Purposes Committee Report: AP as committee chair presented the committee report with draft minutes provided for information and approvals requested. The committee gave its thanks to Louise Woodman, Director of People and Culture for all her work for the committee as she moves on from the college to a new role and wished her all the very best for the future. The key points reported were:</p> <ul style="list-style-type: none"> Angela Potter appointed as Chair of the Committee. Jane Cowell joined the Committee. No concerns to escalate on outturn for 2023-24 and management accounts confirm covenants and financial KPI. The committee reviewed and recommended the budget and financial plan for approval, with the committee committed to review financial objectives at its next meeting, regarding use of surplus as an indicator as opposed to EBITDA (earnings before interest, taxes, depreciation and amortisation) and make a recommendation to the Board. The committee reviewed and recommended Tuition Fees and Tuition Fee and Bursary Policy 2024-25. Good progress on capital projects/bids, with the committed capital expenditure plans and a restricted funds policy developed to allocate funds above working capital to the capital projects including the Lord Woolley Centre project. Access and Participation Plan resourcing considered to be appropriate. Review of the human resources (HR) reporting shows a generally more stable picture on key data with continued effective management of risk. Additional item taken for oversight on health and safety and assurance that provision was in the current year. Committee reviewed and recommended its terms of reference for approval.
4.8	RESOLVED: The Annual Budget 2024-25 Financial Plan is approved including the cost-of-living staff pay award provision, subject to performance and the College Financial Forecasting Return (CFFR) is approved for submission to the Education and Skills Agency.
4.9	RESOLVED: The Tuition Fees and Bursary Policy for 2024-25 is approved.
4.10	RESOLVED: The Finance and General Purposes Committee Terms of Reference are approved for 2024-25.
4.11	Part B item.

4.12	Part B item.
4.13	Part B item.
4.14	Part B item.
5.	Holding executive leaders to account for educational performance and quality and performance of staff
5.1	<p>Quality and Standards Committee Report, including presentation on quality improvement actions impact: Assistant Principal Performance and Progress, JE, presented an impact report. He confirmed that student outcomes are strong in Apprenticeships and HE so the focus remains on FE achievement rates, especially at level three. On impact in FE improvement over the 2023-24 academic year, the presentation cited:</p> <ul style="list-style-type: none"> • The positive impact of the Reaseheath Reset with improvements in pass rates, retention, attendance and student survey responses on quality of teaching and learning. • Attendance final position 90.05% compared to 86.76% in 22/23. • 6 out of 8 curriculum areas have improved retention from 22/23 • Pulse Survey – 92% said their lessons were engaging compared to 83% in 22/23. • Behaviour across the College has improved – 5 Career Ready Behaviours. • 93% of students said they were involved in their goal and action setting. • 2 Curriculum Areas currently self-assessed as requires improvement (RI) projected to be Good. • Confidence that through all the work and interventions undertaken the picture will continue to strengthen throughout the next academic year. <p>On further development work, JE highlighted the following priorities for 2024-25:</p> <ul style="list-style-type: none"> • Consistency across all areas in quality of delivery. • Consistency in application of key processes, procedures and quality activity. • Driving forward a clear Quality Improvement Plan to build on improvements. • Implementation of the refined Career Ready programme. • Retaining level 3 year 1 students – current retention 91% - with engagement and communication work over the summer to support retention into year 2. • Supporting the leadership in Academy of Land and Environment to drive the positive direction of travel already seen this year to achieve targets in 2024-25.
5.2	<p>In discussion on the impact report, the following key points were made:</p> <ul style="list-style-type: none"> • JC thanked the team for the additional governor checkpoint meetings over the year which helped to keep a close eye on impact of the reset actions. This monitoring showed continued good progress on the quality improvement plan in several of the self-assessed 'requires improvement' (RI) areas. There is still work to do but the direction of travel is positive and achievement this year should improve overall. Good indications that improvements seen so far will positively impact the self-assessment outcome. • Exam technique remains a key skill to embed, whilst improving, it needs to be a clear focus in the coming year. • Link governor engagement and support is much appreciated by the teams, including the Maths and English team this year. • Focus of work over the summer includes support for retention in the Academy of Land and Environment with bespoke communications and a new newsletter.

	<ul style="list-style-type: none"> Potential small growth across several areas on student recruitment with animal management showing growth after the previous year's lower numbers. Overall, a stable picture on student numbers at this stage in the year. The committee reviewed and recommended its terms of reference for approval.
5.3	RESOLVED: Substantial assurance is taken from the reporting on the early positive impact of interventions taken in 2023-24 evidencing good progress on the quality improvement plan in several of the self-assessed 'requires improvement' (RI) areas and whilst there is still work to do, the direction of travel is positive and achievement this year should improve overall.
5.4	RESOLVED: The following items are approved: Quality and Standards Committee Terms of Reference are approved for 2024-25 FE and Apprenticeships Admissions Policy
5.5	<p>Higher Education Committee Report, including Access and Participation Plan: As committee chair, CG presented a summary of the key points and recommend approvals:</p> <ul style="list-style-type: none"> Based on the strategic risk review carried out in the meeting and the reporting received, the committee reports substantial assurance on quality and reasonable assurance on strategic curriculum development and future growth with stabilised numbers looking likely for 2024-25. A comprehensive curriculum development review is underway by the Dean and will be initially considered in the autumn term and developed over the year The University Centre Reaseheath (UCR) Access and Participation Plan had been reviewed by the committee, was considered a strong well drafted plan and was recommended for approval The committee reviewed and recommended its terms of reference for approval. A themed joint meeting with the FE Quality and Standards Committee could consider the overall approach to monitoring/tracking of how well SEN students achieve across college.
5.6	<p>In discussion on the committee report, the following key points were made:</p> <ul style="list-style-type: none"> The recent publication of the National Student Survey (NSS) results shows a consolidation and building on the strong results seen last year and whilst analysis is still to be done, it evidences a continued positive picture. Members expressed thanks to the team and in particular to Chris Buckle and Debra Swift for the excellent work on the APP with a note of thanks to be sent outside the meeting. <i>ACTION</i> Members supported a themed look at SEN outcomes across FE and HE with a joint meeting to be arranged at an appropriate time in the coming academic year. <i>ACTION</i>
5.7	RESOLVED: Substantial assurance is taken on the quality of the higher education provision, supported by the recent NSS results, and the strategic development of curriculum in 2024-25 should support future growth.
5.8	<p>RESOLVED: The following items are approved:</p> <p>UCR Access and Participation Plan for submission to the Office for Students.</p> <p>Higher Education Committee Terms of Reference 2024-25</p> <p>UCR Complaints Policy</p> <p>UCR Admissions Policy</p> <p>UCR Contextual Admissions Policy</p>
6.	Consent Agenda - For Approval items

6.1	Search and Governance Committee Report: On behalf of the committee chair JS reported the recommended approvals and the draft minutes for information. Members considered and supported the recommendations made by the committee.
6.2	RESOLVED: The Board adopts the Association of Colleges' Code of Governance 2024 from 1 August 2024.
6.3	RESOLVED: The Board constitutes a new curriculum, skills and stakeholders committee for 2024-25 academic year, as a home for the board level scrutiny of how well the college meets skills needs across its FE, Apprenticeship, HE and adult provision with its terms of reference to be considered for approval at the governor day in September.
6.4	RESOLVED: The calendar of meetings and cycle of board business for 2024-25 are approved.
6.5	<p>RESOLVED: The following appointments are made:</p> <ol style="list-style-type: none"> 1. Alastair Taylor appointed as an Associate member for 2024-25 to continue to provide quality expertise and health and safety lead governor role. 2. Malcolm Burns appointed as an Associate member for 2024-25 with continuing membership of Finance and General Purposes Committee and Estates Development and Property Working Group to provide on-going input for one year on his area of expertise 3. Martin Mellor appointed as a co-opted new member of Estates Development and Property Group and Finance and General Purposes Committee for 2024-25 with succession plan to develop to a full governor role on the Board. 4. Jane Artess appointed as a co-opted member of the Higher Education Committee for 2024-25 to provide additional expertise with potential for succession. 5. Sean Houlston appointed as a member of the Board from 1 August 2024 for a term of three years to provide expertise in identified skills gaps in the succession plan. 6. Student Governor appointments of SU president Summer Lakin, Surann Phillips (FE) and Fran Cooper (HE), as elected by the SU. 7. Academic staff governor role to be opened for expressions of interest in September 2024 with the current academic staff governor very welcome to re-apply, with an election process taking place should more than one nomination be received. <i>ACTION</i>
6.6	RESOLVED: The Search and Governance Committee Terms of Reference are approved for 2024-25.
7.	Any other business (notified to chair/clerk in advance): The senior independent governor EH requested that members respond to an email to be sent out by the Head of Governance to provide some feedback on the role of Chair. <i>ACTION</i>
8.	Independent governors only
8.1	RESOLVED: The minutes of the independent governor section of the meeting held on 28 March 2024 were approved as a correct record.
8.2	Remuneration Committee Report: EDJ as chair of the committee meeting provided a verbal report, providing assurance that the reporting on performance of the senior postholders and the head of governance was full and open, with a good understanding of achievements and areas to focus on for next year. The meeting welcomed the work of the committee and endorsed the need to keep the balance between non exec and exec roles in mind.
8.3	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. The performance objectives for 2024-25 of the Principal and CEO are approved. 2. The performance objectives for 2024-25 of the Company Secretary and Head of Governance are approved.

	3. The respective performance areas of focus for 2024-25 set by the Principal for the Vice Principal Finance and Resources and the Vice Principal Curriculum and Quality are supported.
8.4	<p>Impact Evaluation against Core Function Accountabilities: The following key points were captured:</p> <ul style="list-style-type: none"> • Setting and Communicating the College Strategy and Goals: <ul style="list-style-type: none"> ○ Approving the new strategic plan 2024-2027, following its development over the year in board sessions including a review by the board of strategic risk appetite. ○ Reviewing how well the college meets skills needs and approving the Accountability Statement in its May meeting. • Exercising effective control to ensure that funds and assets are protected, your organisation remains solvent and legal obligations are met: <ul style="list-style-type: none"> ○ Enhancing the level of governance and third-party oversight with a board level health and safety task and finish group. ○ Investing in people and systems to support the college's safeguarding prevent and wellbeing responsibilities. ○ Approving the annual budget and financial plan. ○ Reviewing the system of internal control and risk management including reviewing and reappointing the internal and external audit service and approving the risk management policy. • Holding executive leaders to account for educational performance: <ul style="list-style-type: none"> ○ supporting the executive team to improve quality by agreeing clear staging posts and indicators for action plan impact, with improved educational performance in further education over the year. ○ Setting and reviewing performance objectives for senior post holders. • Governing: <ul style="list-style-type: none"> ○ proactive succession planning and recruitment for skills needed going forwards ○ mindfulness of the difference between governance and management and a new Senior Independent Governor (SIG) role to support good governance, as well as the adoption of the new version of the AoC Code of Good Governance.

The meeting closed at 1.05pm

Approved as a correct record 22 November 2024 Jane Cowell OBE (Chair)