

**FURTHER EDUCATION CORPORATION MEETINGS 2020/21**

**MINUTES OF THE FURTHER EDUCATION CORPORATION MEETING**

**Held at 4pm on Monday 5th July 2021**

**Via Zoom**

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| **Members present:** | Stephen Barnes (Chair), Phil Wilkinson (Vice Chair), Amanda Melton CBE (Principal), Mike Phelan, Tom Gee, Julie Turner, Liz Sedgley, Will Cook, Zulfi Khan, Emma Schofield and Nadeem Rashid |
| **In attendance:** | David Rothwell (Deputy Principal – Finance and Resources)Tracey Baron (Deputy Principal – Quality and Curriculum)Andrew Dewhurst (Chief Information Officer)Alison Rushton (Vice Principal – Adult Learning and Apprenticeships)Claire Jarvis (Assistant Principal – Finance and HR)Andy Parkin (Assistant Principal – LAL)Debbie Corcoran (Director of Governance) |

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| **Item 1.** | **1.1 Welcome and apologies for absence**Stephen Barnes (Chair) welcomed everyone to the meeting, and introductions were made. Apologies for absence were received and accepted from David Whatley and Usman Muhammad. It was noted that Tom Gee and Liz Sedgley would be late in joining the Board meeting.**1.2** **Declarations of Interest**Members and officers present declared they had no interests, personal, fiduciary, or otherwise in any item on the open agenda for the meeting – with the exception of those Board members whose term of office would be considered under item 1.5, who would leave the meeting for this item. **1.3** **Minutes of the Previous Meeting (17 May 2021)***Submitted: ‘Minutes of the Board of Corporation Meeting held on 17th May 2021’ - circulated in Board papers, and confidential minute*The minutes of the Board of Corporation Meeting held on the 17th May 2021, and confidential minute for the same, were reviewed and agreed as an accurate record, for the signature of the Chair. **1.4 Matters Arising***Submitted: Report (circulated in meeting papers)* The matters arising log was reviewed, and the current position noted. Given there had been a delay in finalisation and reporting of the Market Assessment and Perceptions research, the Board sought and received assurance on progress and confirmation that both of these pieces of work will be presented at the September Board meeting.The Director of Governance shared that since the previous Board meeting Steph Bridgeman and Neil Hart had left the Board. The retiring members had shared their thanks and best wishes with the Board, and the Board recognised their commitment and service - particularly given Steph Bridgeman had also served as a Board member at Accrington and Rossendale College prior to merger and brought valuable continuity and insight.**Resolved:** **to receive and note the updated Matters Arising log**  |
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|  | **1.5 Board membership***Submitted: Report (circulated in meeting papers)*Julie Turner and Zulfi Khan left the meeting. The Director of Governance updated that as 2 Board members were joining late, this item could be provisionally considered by the Board however Liz Sedgley and Tom Gee also had a necessary vote for quoracy.After consideration at this point in the meeting, and Liz Sedgley and Tom Gee sharing their votes electronically with the Director of Governance when they joined the meeting as set out below at item 2.1, the Board resolved to agree with the recommendation from Search Committee as follows:**Resolved:*** **To approve an additional term of office as Board Members for Julie Turner and Zulfi Khan, ending 30 July 2024**
* **To approve an extension to David Whatley’s term of office as a Board Member to the 30 July 2022**

The Board’s decision was informed by a recommendation from Search Committee following their meeting on 15th June 2021. Board considered and supported the rationale for an extension beyond the usual maximum of 8 years for one Board member, as is recommended in the AoC Code of Good Governance, with the rationale recorded in the minutes from the Committee meeting.Julie Turner and Zulfi Khan re-joined the meeting. |
| **Item 2.** | **STRATEGIC DISCUSSIONS** |
| **2.1** | **Strategic Discussion: Pension arrangements for support staff** |
|  | *Submitted: Report (circulated in meeting papers)*Liz Sedgley and Thomas Gee joined the meeting during this item.This item is recorded as a confidential minute.Following Liz Sedgley and Thomas Gee joining the meeting, and submitting their vote for item 1.5 on Board membership to the Director of Governance electronically, the Director of Governance confirmed quoracy of decisions and Board approval of additional terms of office as recorded above. Julie Turner, Zulfi Khan and David Whatley were all thanked by the Chair and Board for their ongoing service and support. |
| **2.2** | **Strategic Discussion: Annual Budget and financial plan** |
|  | *Submitted: Report (circulated in meeting papers) and presentation in the meeting*David Rothwell (Deputy Principal – Finance and Resources) presented the report for this strategic discussion item, using a summary presentation shared in the meeting to draw out key aspects for the Board’s attention and consideration. The report and presentation outlined the College’s proposed financial budget for 2021/22 and forecast estimates for 2022/23 – with accompanying explanatory commentary shared, including financial objectives and key assumptions and sensitivity analysis.The Deputy Principal began the item by asking that his thanks be formally shared with the senior leadership team, finance team and all those engaged in supporting financial planning and delivery in the ongoing challenging operating context resulting from Covid-19. Particular thanks were shared with Claire Jarvis (Assistant Principal – HR and finance) around financial planning and Sam Mercer (Assistant Principal – Planning and Performance) for her leadership of curriculum planning.Board members were reminded of the Education Skills and Funding Agency (ESFA) introduction of a new College Financial Forecasting Return (CFFR) for use as part of this financial planning/ submission round – replacing the previous ESFA Financial planning return template and also the IFMC return (used by colleges post-mergers / in intervention). Board noted and were assured that the CFFR tool itself hasn’t been populated at the time of writing – however, subject to their approval in the meeting, the financial estimates provided in the report will be used to populate the CFFR prior to its submission, with the deadline of 31 July 2021.Key aspects considered and reviewed by the Board in the meeting were as follows:* Out-turn projection for 2020/21 – with Board noting an EBITDA of 3.1%, financial health rating of good, cash reserves of £11.2mn and 142 cash days at the closing position
* Financial context – including the turbulent environment and high uncertainty due to FE reform agenda, Skills Bill, FE capital policy, pending spending review and of course Covid-19
* Strategic financial considerations were considered including resource investment priorities; new products, relationships and opportunities; the prioritisation of securing student number and driving contract volumes; controlling the cost base; ensuring value for money and managing ongoing relationships with stakeholders and funders
* Updated financial objectives were set out, with performance position shared against the July 2020 target and expected position in July 2021. Board noted the projected move to outstanding financial health in 2021/22
* Key assumptions underpinning planning for both 2021/22 and 2022/23 were set out and carefully considered by the Board – along with 2021-2023 key sensitivities
* Capital programme core and additional projections were reviewed, along with capital budget and planning estimates up to 2026
* Margin analysis by curriculum area was reviewed - with surplus/contribution as a % of income and budget and projected position for 2020/21 and budget for 2021/22 set out, and comparison against the FE Commissioner target of 45%
* Performance in 2020/21 against the College Group’s financial objectives and key performance indicators (KPIs) was considered, along with same against both draft budget for 2021/22 and forecast for 2022/23
* A rolling cashflow for 24 months was shared and reviewed

The Deputy Principal confirmed that all financial planning assumed an Adult Education Budget (AEB) clawback of £1mn in 2020/21, with Board pleased that EBITDA is better than budgeted despite this. Board noted that, as always, the planning context does not present a blueprint, and is subject to a number of assumptions and variables, with the sensitivity analysis key. In relation to the 2021/22 financial plan, Board noted and tested the assumptions that growth is forecast in 2021/22 for 16-18 recruitment, generating income in year 2 and that the College forecasts earning the full AEB allocation. Board noted that modest cost savings were factored in and that while consolidation of the previous 1% unconsolidated pay award is assumed in 2021/22, a further pay award during the year has not been included. The Deputy Principal also updated on discussions with the ESFA in relation to performance and the Restructuring Facility (RF) grant received. In relation to assumptions on AEB earnings, the Board tested the rationale for full delivery of the budget being achieved and the risk rating and mitigations in place should this not be the case in-year. The Deputy Principal confirmed that modelling has occurred against various scenarios, and that provisions and strategies are clear to mitigate or manage if an underspend materialises. Board tested assumptions on 16-18 growth in 2021/22, noting that the current ratio of applications to recruitment has been applied in planning. The market analysis and stakeholder perceptions work completed by external experts to be shared at the September Board meeting will give additional assurance in this area, as well as the updated recruitment position provided in reports today, which looks to be positive at this point. It was agreed that to support the presentation of the market analysis and stakeholder perceptions work, the Deputy Principal will set out recruitment targets and expectations in the financial plans and in the Restructuring Facility, and market share.The Board asked and were assured on strategies in place should Covid-19 impact planned face-to-face registration of new students. Board were keen to understand as part of the market assessment both the historic position on market share, and forward projections, in a competitive marketplace.**Following consideration, the Board resolved to receive and note the strategic discussion item on 2021/22 annual budget and financial plan, and to:*** **Approve the annual budget for 2021/22, forecast estimates for 2022/23, financial objectives and accompanying commentary for submission to the ESFA as part of the new CFFR return**
* **Approve the updated medium term strategic financial objectives**
* **Receive and consider the sensitivity analysis of financial risks as part of the College’s overall risk management arrangements**
* **Confirm the financial health self-assessment of the College**

The Deputy Principal was thanked for the excellent report and presentation and his contribution in the meeting to direct the Board to key areas of risk, and his thorough response to challenges from the Board in this critical strategic area. |
| **2.3** | **Strategic Discussion: Strategic Plan 2021-2024** |
|  | *Submitted: Presentation delivered in the meeting*Amanda Melton (Principal) presented this strategic discussion item, facilitated through presentation slides shared in the meeting. Following discussions at the Board awayday and previous Board meeting, the Principal and senior team had reflected on Board feedback, and shared updated refreshed draft strategic plan objectives and priorities for 2021-24 in the meeting.Board welcomed the addition of a further bullet point to the strategic curriculum intent of the College Group related to wider skill development. This will be crafted to reflect the priority given by the College Group to strategic and curriculum developments which support the agendas of social justice, sustainability, wellbeing, themes from equality diversity and inclusion and aspects of safeguarding. The new bullet will reflect the Group’s vision and view that ‘everyone’s invited’, critically important given the challenges and barriers facing the local communities served by the College.The following updated strategic aims and priorities were approved by the Board:1. Sustaining relevant, impactful and inclusive education and training across the College Group
2. Expanding access to College programmes to deliver greater impact for individuals and the economy
3. Sustaining our ‘Extraordinary values and culture
4. Delivering efficient financial plans to support continuous investment in our resources

It was noted that the exact wording of the updated bullet for strategic intent and strategic aims may be refined, and if so, will return back to the Board at the September meeting.Board considered the schedule of items and business which will support Board oversight of delivery of the Strategic Plan through the academic year, and arrangements for Board and Committee meetings next year. There was support for both online meetings continuing, as well as Board welcoming the opportunity to also meet face-to-face should Covid-19 restrictions continue to be eased. It was agreed that in light of this, the Chair, Principal and Director of Governance will consider the schedule of Board meetings for 2021/22 and opportunities for face-to-face meetings and confirm a proposal back to the Board for agreement.Zulfi Khan left the meeting.**Resolved:** * **To receive and note the strategic discussion item on the Strategic Plan 2021/24**

**To approve, subject to any necessary further refinement of wording:*** **An updated strategic and curriculum intent for the College Group**
* **Revised strategic aims and objectives for the Strategic Plan 2021-24**
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| **2.4** | **Strategic Discussion: E-Learning and Online Safety** |
|  | *Submitted: Report (circulated in meeting papers)*Andrew Dewhurst (Vice Principal/Chief Information Officer) presented this strategic discussion item focused on E-learning and on-line safety. The report and review in the meeting included consideration of:* Feedback from staff on IT and network challenges when the CIO was appointed almost a year ago, and progress and impact made against these to-date
* Investment and strategy in response to Covid-19
* Levels of investment in IT infrastructure and network hardware and infrastructure in 2020/21 and levels planned for 2021/22, including benchmarking and evaluation of impact in the first term and improved metrics for the 2020/21 academic year
* Current projects, summer works and capital projects for 2021/22
* An overview of the following for 2020/21 and plans for 2021/22: strategic systems investment, CIO collaborative projects, exams and registry and central services reorganisation

During discussions the CIO updated the Board that progress is being made in delivering recommendations from the Cybersecurity internal audit report, which is considered and overseen by the Audit Committee on behalf of the Board. Board checked and were assured on the frequency and response to learner voice feedback in relation to IT, reflecting on direct feedback they had heard in recent Board Deep Dives with learners. The CIO also shared that the College is planning to apply for the AoC’s Beacon Award in digital technology, reflecting the significant progress and impact made in this area.Tracey Baron (Deputy Principal – Quality and Standards) was asked to update the Board on how the investment in IT and network services is supporting an exceptional learning experience at the College Group. In answering, the Deputy Principal explained how the investment and approach supports the Group’s teaching and learning pedagogy, and the under-pinning e-learning standards set and delivered across all teaching and learning, supported through professional development through ‘Be Phenomenal’. The student code of conduct and teacher expectations include exemplar learning attitudes, with teachers also supported on use and application of technology in the classroom. The recent staff survey gave assurance as there are no significant concerns around online delivery of learning.Amanda Melton (Principal) explained that a key priority for 2021/22 is around use of technology and IT to facilitate and support more efficient business systems and learner processes, such as registrations, to drive innovation and continuous improvement and learner satisfaction.The Board thanked the CIO for the informative report, and following a request for assurance, the CIO confirmed that the College Group has the capacity and investment in place to deliver the planned improvements.**Resolved:*** **To receive and note the strategic discussion item on E-Learning and Online Safety**
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| **3.** | **Principals Report - including Key Performance Indicators (KPIs)** |
|  | *Submitted: Report (circulated in meeting papers)*Amanda Melton (Principal) presented the report, which also included the key performance indicator (KPI) dashboard and an applications report. The report and supporting discussions in the meeting included: performance and predicted achievements for 2020/21; Covid-19 response and arrangements; marketing events and enrolment, and the appointment of a new Marketing Director from September onwards. Board welcomed the update on predicted grades and achievements of students in 2020/21, which showed another exceptionally strong year of achievements by our learners. It was noted that further details will be shared at the September Board meeting.The Principal shared headlines from the recent Staff Survey, and Board were delighted that the overall staff satisfaction measure has increased and remains well above sector benchmark, with 85% of those responding being proud to work for the College Group. Feedback on communication has seen a notable improvement this year, with ratings for line manager support, staff welfare and staff feeling safe at work also further improving from the last survey in November 2020. Board welcomed that work continues against staff recognition which is the lowest scoring area in the survey, but recognised that staff feedback in this area has further improved this year and remains well above the sector average. It was noted that there are no stand out areas for improvement from a whole College perspective, however this may differ when looking at individual division/department results, where analysis is being taken forward with teams.The Principal’s Report also included progress and expected timescales for significant capital investment programmes being progressed by the College Group, and Board will be kept up-to-date on announcements and news over the summer break.**Resolved:*** **To receive and note the Principals Report and Key Performance Indicators (KPIs)**
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| **4.** | **Items to receive/note/approve:** |
|  | **4.1 Finance Report***Submitted: Report (circulated in meeting papers)*David Rothwell (Deputy Principal – Finance and Resources) presented the report, many aspects of which had been considered and reflected in the earlier agenda item 2.2 on the annual budget and financial plan. The Finance Report included a request on LIBOR transition given LIBOR’s cessation, and an update on the latest position on estates investment.The financial KPIs were reported to be as follows:

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| **Summary financial performance at 31 May 2021** |
| **Financial performance measure** | **Current position** | **Projected Outturn** | **Original Budget** |
| Sector EBITDA as % of income | 3.7% | 3.1% | 2.2% |
| Borrowing as a % of income | 6.8% | 6.7% | 6.4% |
| Cash days in hand | 162 | 142 | 105 |
| Adjusted current ratio | 2.4 | 2.5 | 2.5 |
| Staff cost / income ratio | 74.1% | 74.5% | 70.2% |
| Financial covenants overall compliance  | Yes | Yes | Yes |
| ESFA Financial Health category | Good | Good | Good |

In relation to LIBOR transition, the Board considered the summary documentation provided by Lloyds Bank with the report and request for consideration. The Board discussed the LIBOR transition proposal and having considered the documentation in this regard, the Board approved the transition proposal outlined in the documentation, replacing LIBOR with Bank of England Base Rate (plus appropriate credit adjustment spread). The Board further authorised David Rothwell (Deputy Principal - Finance and Resources) and Claire Jarvis (Assistant Principal - Finance and HR) to sign the necessary documentation including the Transition Agreement on behalf of Nelson and Colne College Group.**Resolved:*** **To replace LIBOR with Bank of England Base Rate (plus appropriate credit adjustment spread) in loan agreements with Lloyds bank**
* **That David Rothwell (Deputy Principal - Finance and Resources) and Claire Jarvis (Assistant Principal - Finance and HR) be authorised to sign the related necessary documentation including the Transition Agreement on behalf of Nelson and Colne College Group with Lloyds Bank**
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|  | **4.2 Annual Prevent and Safeguarding Report***Submitted: Report (circulated in meeting papers)*Tracey Baron (Deputy Principal – Quality and Curriculum) presented the annual Prevent and Safeguarding report for Board assurance in this key area of statutory Board responsibility. The report followed on from the update and assurance on Prevent and safeguarding provided to the Board in-year through their Deep Dive on 1st February 2021 on Prevent as an Area for Improvement (AfI) in the Strategic Self-Assessment Report (SAR). The report shared progress and impact data related to Prevent and safeguarding, identifying any areas required or suggested for further development.The report updated against the single central record, the training and development of both staff and the Board in this critical area, and the effectiveness of safeguarding in the College Group. Board reviewed the volume and positive impact of activity in relation to safeguarding and Prevent, performance and support for children in care and care leavers, emerging themes and also learner voice. Board welcomed that over 98% of learners who received safeguarding interventions in 2020/21 were retained, and 100% of those who are children in care or care leavers have been retained. Emerging themes updated on in the report, included continued demand for support in relation to mental/emotional health including Covid-19. It was confirmed that there was increased support made available in-year and planned moving forward for both staff and students to monitor and review measures to support student and staff resilience and emotional wellbeing, engaging through the AoC Mental Health Charter. Other emerging themes were noted to be in relation to domestic abuse and e-safety concerns which correlate to the national picture and trends.Board were updated on the College’s response through the action plan in place since May to respond to the important national report and thematic review by Ofsted on sexual violence and harassment in schools and Colleges - recommendations and learning from which have been reflected in Ofsted’s recently published new inspection handbook for Colleges. As part of the College Group’s response in this area, additional mandatory training has been introduced for staff and it was agreed this will also be made available to the Board by the Director of Governance for their completion, to support capacity building and embed knowledge and understanding. The Deputy Principal will also report at September’s Board meeting on the Group’s action plan to offer assurance in this area.In relation to learner voice, Board welcomed that the latest QDP survey confirmed a quartile A position for the College when benchmarked against other providers. Board recognised and valued the hard work and commitment of the cross-College team delivering support, and the highest priority being given to safeguarding and Prevent by all staff. Board also welcomed the update setting out progress since the Deep Dive to secure continuous improvement in relation to Prevent. Prevent is highlighted as an area of good practice in a larger number of observations of teaching and learning (OTL) and lesson visits than in previous years – with learner voice also quartile A when learners were asked about their understanding of Prevent, radicalisation and extremism.Emma Schofield, lead Board member for Prevent and safeguarding, updated the Board on her work with the team in this area, and shared plans to further develop and strengthen the link in the new academic year to ensure continued assurance and oversight on Board’s behalf in-year.The Deputy Principal was thanked for the informative report and assurance within, and the positive response and further progress made in Prevent since the Board’s Deep Dive in February this year to support this to continue to be an ‘extraordinary’ area of the College’s delivery and response.**Resolved:*** **That the Board receive and note the annual report on Prevent and safeguarding**
* **That Board members will complete the additional training on sexual violence and harassment in Colleges, to be made available through the Director of Governance**
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|  | **4.3 Annual Subcontracting Report***Submitted: Report (circulated in meeting papers)*Sam Mercer (Assistant Principal – Planning and Performance) presented the annual subcontracting report for Board consideration, assurance and approval. The report outlined how subcontracting continues to contribute to the delivery of the College’s strategic aims; that due diligence is being under-taken and will be in place ahead of service level agreements, and that the one contract already operational at this point was was previously agreed by the Board, is a continuation of delivery from last year and this will be its final year of operation. Board noted that the value of subcontracting in 2021/22 will be at the same level as in 2020/21, and that ESFA requirements have been met. A revised Subcontractor Fees and Charges Policy was presented for Board consideration, having been updated to refer to the new academic year and ensure compliance with the latest ESFA Funding Guidance and Rules.In review, the Board considered the management fee and margin generated through subcontracting, reflecting on the fact that strategic fit and improving reach drives decisions around subcontracting and not achievement of margins. Board were keen to understand the cost base for this activity and it was explained that it is not a negative cost, or loss. The Assistant Principal was thanked for the informative report.**Resolved:*** **To receive and note the annual report on subcontracting**
* **To approve the Subcontractor Fees and Charges Policy**
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|  | **4.4 Governance Report***Submitted: Report (circulated in meeting papers)*Debbie Corcoran (Director of Governance) presented the report, flagging that item 5 later in the agenda also includes recommendations from Search Committee relating to governance. Following an update on the scholarship funds transferred from Accrington and Rossendale College at the point of merger, the following was approved:**Resolved:*** **That the Board approve a budget of up to £5k for independent legal advice on charitable funds transferred from ARC to NCC, to support the appointment of new Trustees and update charitable objects so funds can be made available to NCC students in line with the purposes of the charities**
* **That the Board agree Phil Wilkinson to act as their agreed Trustee in relation to the Pilkington Scholarship Fund**
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|  | **4.5 Policies for approval***Submitted: Report (circulated in meeting papers)*The Director of Governance presented the report. Policies had been shared with the Board through the Group’s e-governance portal OnBoard ahead of the meeting for consideration, queries and approval if members were satisfied. Board members welcomed using OnBoard to expedite policy review, and it was agreed that in future, individual policies will be shared separately so it’s clear on questions and responses at policy rather than agenda item level. Board meeting agendas need to retain sufficient time for review and discussion, and also any approval should be noted to be provisional until review at a Board meeting as members may have questions and discussion which could change Board members views.On the draft policies presented for review, Board members queried reference to ‘entitlement to a fee’ and it was agreed that Sam Mercer (Assistant Principal will update wording on the final Fees Policy to clarify. Board asked for confirmation of the increase value of HE fees generated if the new Fees Policy is approved. David Rothwell (Deputy Principal) gave a provisional view of an increase in fees for full-time HE learners from 2022 onwards being circa £100k-£150k on a £2mn income stream per annum, and it was agreed that this will be confirmed either in minutes or outside of the meeting.After due consideration, the following was agreed by the Board:**Resolved** **To approve:*** **The Fees Policy**
* **The Financial Support and Bursary Policy**
* **The Student Bullying and Harassment Policy**
* **A 2022/23 HE tuition fee rate of £8,250 full time and £4,125 part time**
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| **5.** | **Minutes and Recommendations from Committees** |
|  | *Submitted: Report (circulated in meeting papers)*Debbie Corcoran (Director of Governance) presented the report which offered Board copies of the unapproved minutes from the Audit Committee meeting on 18th June 2021, and Search Committee of 15th June 2021. Committee Chairs were invited to draw attention to areas of note, highlighting key areas of risk or update.Following consideration, the Board reviewed the recommendations from Search Committee and resolved as follows: **Resolved:** * **To receive and note unapproved minutes from the Audit Committee meeting of 18th June 2021 and the Search Committee meeting of 15th June 2021**
* **Following recommendations from Search Committee, to approve:**
1. **That the instruments and articles and determination of the Corporation be revised to allow for a minimum Board size of 12 members and a maximum of 17 (comprising of the Principal, 2 Staff Governors, 2 Student Governors and between 7 to 12 independent Governors)**
2. **That the Board agree to pro-active recruitment of new independent Board members – with up to 3 new independent Governors able to be recruited under the revised determination – and prioritising shortlisting and selection of members with accredited finance skills**
3. **The Board recruitment and succession policy, including role descriptions for the Corporation Chair and Vice Chair**
4. **Introduction of a new Board Equality Diversity and Inclusion (EDI) monitoring form and its completion by existing and new Board members moving forward**
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| **6.** | **Any Other Business** |
|  | It was agreed that the Board will consider if the October Board meeting should convert into an awayday to support strategic planning.The Chair, Principal and Board shared their warm thanks with Will Cook for his contribution and support as a Staff Governor and colleague, and wished him well with his next steps. |
| **7.** | **Review and reflections on the meeting against Group values** |
|  | The Chair shared his sincere thanks with the Board for their contributions and support and challenge over the past academic year which he reflected had been a tough one for everyone, given the impact of Covid-19 as well as challenges facing all Colleges around budgets and financial pressures. The Chair wished everyone a relaxed summer to recharge batteries, and looked forward to working together in the new academic year.Further reflections were welcomed from Board Members on today’s meeting, decisions and ways of working against the Group’s values. Board members thanked the Principal and leadership team for the high-quality inputs and reports which continue to support the Board to focus on key strategic issues and areas, and the Chair for his leadership throughout the year.With this, the meeting was closed. |

**Debbie Corcoran**

**Director of Governance**

**Signed as an accurate record:…………………………………………(Chair of Corporation)**

**Name:…………………………………………………………………………..Date:…………………**