

**FURTHER EDUCATION CORPORATION MEETINGS 2022/23**

**MINUTES OF THE FURTHER EDUCATION CORPORATION MEETING**

**Held at 4pm on Monday 12th December 2022**

**Accrington and Rossendale College (Room AC115) and via MS Teams**

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| **Members present:** | Phil Wilkinson (Chair), Emma Schofield (Vice Chair), David Rothwell (Interim Principal and CEO), Mike Phelan, Gillian Sharples, Nadeem Rashid, Chris Smith, Tom Gee, Steve Campbell, Zulfi Khan and Gemma Marsh |
| **In attendance:** | Tracey Baron (Deputy Principal – Curriculum and Quality)Claire Jarvis (Assistant Principal – Finance and HR)Morag Davis (Assistant Principal – Technical Curriculum)Jayne Wynne (Director of Marketing)Fionnuala Swann (Assistant Principal – Academic)Andy Parkin (Assistant Principal – LAL)Rachel Baldwin (Director of HR)Debbie Corcoran (Director of Governance)Karen Musgrave (RSM Audit)Peter Ryder (Rockborn Associates) |

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| **Item 1.** | **1.1 Welcome and apologies for absence**Phil Wilkinson (Chair of the Corporation) welcomed everyone to the meeting. Particular welcome was shared with new Board member Gemma Marsh, and Lisa O’Loughlin (Designate Principal and CEO) who was joining as an observer ahead of her beginning in role. The Chair and Board shared their thanks with David Rothwell for his fantastic contribution as Interim Principal and CEO ahead of Lisa beginning on 22nd December, and with Tracey Baron (Deputy Principal) and the broader leadership team for their support and leadership.Apologies were received from David Whatley, Liz Sedgley, Simone Hartley Gott and Cathy Eulert (Board members) and Andrew Dewhurst (CIO).The Chair also welcomed the 2 external guests attending the meeting and inputting today (Karen Musgrave from RSM Audit, and Peter Ryder from Rockborn Associates)* 1. **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. The Board noted that Gillian Sharples (Staff Governor) has a representative Union role, and invited her to remain in the meeting for item 4 ‘Interim Principal’s Report’ which included a recommendation on Pay Award, given that negotiation with Unions on the matter has ended - noting she would not participate in decision making.**1.3 Minutes of the Previous Corporation Meeting (26th September 2022)***Submitted: Draft minutes (circulated in meeting papers)* The minutes of the Board meeting of 26th September 2022 were reviewed, and approved as an accurate record, for the signature of the Chair.**Resolved:** **to approve the minutes of the Corporation meeting on 26th September 2022****1.4 Matters Arising***Submitted: Reports (circulated in meeting papers)* The matters arising log was reviewed and the current position was noted. The Director of Governance confirmed that the written resolution dated 15 November 2022 relating to the appointment of a co-opted Committee member had been approved. **Resolved: That the Corporation:*** **receive and note the Matters Arising log**
* **note the approval of the written resolution dated 15 November 2022**
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| **Item 2.** | **Annual Financial Statements and Audit Management Report** |
| *Submitted: Report (circulated in meeting papers)*David Rothwell (Interim Principal) began the item by thanking the following colleagues for their leadership and contribution to completing the annual financial statements - Claire Jarvis and Sam Mercer (Assistant Principals), Judith Dand (Finance Manager), leadership team and the Management Information (MI) team. RSM Audit, financial statement auditors for the College Group, were also thanked for their support to ensure the accounts were produced in a well-managed closure process, and for the balance of support and challenge provided in the process. The Interim Principal confirmed that the draft financial statements, related disclosures and supporting regularity information had been received and reviewed by the Audit Committee at their meeting on 23 November 2022, with recommendations for approvals as set out in the report, and also detailed in the later item sharing unapproved minutes from the Audit Committee meeting (item 5.4) and the Committee’s Annual Report.The Interim Principal confirmed that the financial statements/regularity audit work for 2021/2 had been substantively complete at the time the report had been shared, aside from closing out some residual sundry queries, presentational finessing and final audit partner review. All of this had since been completed, and hard copies of the updated documents brought to the meeting. It was confirmed that the audit management report provided by RSM was in overall terms positive and free of any significant matters arising. Having regard to updated Audit Code of Practice (ACoP) best practice requirements, Karen Musgrave (Partner at RSM Audit) was in attendance today to present an overview and take any questions from Board members.*Zulfi Khan (Board member) entered the meeting.*Karen Musgrave (RSM Audit) began by acknowledging and thanking the College’s finance team, in particular Claire Jarvis and Judith Dand, for their support and inputs into the process. It was confirmed that following their approval, the audit findings report will be shared with the ESFA, and the Financial Statements submitted by the 31st December 2022 deadline. In her summary, Karen Musgrave confirmed the addition of a post balance sheet note on the recently announced reclassification of FE Colleges by the Office for National Statistics (ONS). Board members welcomed that there had been no adjustment made to figures previously seen and submitted to the Board, and shared their thanks to the Interim Principal and team for the well managed outcome. Members also thanked RSM for the Emerging Issues (Autumn 2022) report shared in the paper, which was an informative and valuable summary of key policy developments and related risks/opportunities. Karen Musgrave was thanked for her attendance today, and ongoing support, and left the meeting.**Resolved: That the Board of Corporation receive and approve:****a) The annual financial statements 2021/22****b) The financial statements / regularity audit management report issued by RSM****c) The letters of representation****d) For the Chair and Interim Principal to physically certify the documents as necessary on their behalf.** |
| **Item 3.** | **Strategic Discussions**  |
| **3.1 Self Assessment Report (SAR) and HE Self Evaluation Report (SER) 2021/22***Submitted: Report (circulated in meeting papers) and presentation in the meeting*Tracey Baron (Deputy Principal – Quality and Curriculum) presented the slides shared in the pack setting out the key strengths and areas for improvement (AfIs) 2021/2 resulting from development of the Strategic Self Assessment (SAR) Reports at whole College Group level, and in individual provision types (education of young people, adult, high needs and apprenticeships). The Board noted that item 5.4 shared unapproved minutes from the recent Quality and Standards Committee meeting which had reviewed and scrutinised the key strengths and AfIs, and approach taken, as part of Board assurance. The Deputy Principal welcomed that the external validation panel which scrutinised the approach and SARs, had been attended by Board and co-opted members of Quality and Standards Committee, adding an additional layer of rich oversight and input. The key strengths, AfIs and SARs shared today had all been refined to consider feedback from Quality and Standards Committee and the external validation panel, with the Deputy Principal drawing attention to changes made.The Board noted that the recommended key judgement is that overall effectiveness is outstanding, with key judgements for quality of education, behaviour and attitudes, personal development and leadership and management all being outstanding. Provision type grades were all outstanding apart from apprenticeships which was good – and against the newly introduced sub-judgement on ‘contribution to meeting skills needs’, the College Group had self-assessed and evidenced that it makes a strong contribution to meeting skill needs.Discussions within the Board meeting included understanding and being assured on the impact and improvement made in apprenticeships since Ofsted inspection in March 2022 when this provision was judged to be good also. Board were updated on capacity and staffing improvements made, improved relationships with employers to ensure an accurate understanding of a learner’s suitability and start-point, plus the introduction of a refined referral process and enhanced support for apprentices. In answer to a Board question, the Deputy Principal confirmed that the volume of unfunded learners has reduced significantly to circa 100, with changes outlined above positively impacting, along with improvements to information advice and guidance. Assurance will be given to Board on continued improvement and impact through the key performance indicator (KPI) framework reviewed at Board and Quality and Standards Committee level. It was noted that the KPI framework has been updated to break down performance and achievement by framework/standards/overall. The Board and senior team were in agreement that the Strategic Review planned by the College, and being discussed today, will add significant value in relation to apprenticeships, with key decisions to be made on the strategy for forward approach.*Andy Parkin and Fionnuala Swann (Assistant Principals) joined the meeting.*New Board members asked how the key strengths and AfIs have changed since the previous year, with the Deputy Principal explaining that changes were not significant however important refinements had been made. An example was given and explored in relation to the approach taken to form a judgement on how well the College Group meets local needs, and assurance given on the rigour and accuracy of the judgement made. The Board welcomed that there will be additional assurance in this new area through a Board Deep Dive, with Gemma Marsh (Board member) sharing insight from her recent attendance in Ofsted inspection feedback meetings. The College Group is further strengthening and more clearly elaborating the thread from strategic curriculum intent, to the sequencing and planning of curriculum, and employer feedback.The Board also sought and received additional understanding behind the curriculum intent and design of Hairdressing and Beauty Therapy being an AfI, and to what degree the curriculum offer in this area meets local employer and learner needs, as well as the level of demand. The Higher Education (HE) Self Evaluation Report (SER) was reviewed and considered, with areas of strength and those for improvement noted.Tracey Baron (Deputy Principal) took the opportunity to highlight to the Board the supplementary slides shared under this item updating on overall achievement for 2021/22, with benchmark information now available. Attention was drawn to 16-18 achievement at level 1 and level 2 overall, and at the 2 sites (level 2 and 3 at Accrington, and Nelson level 1) where the Group’s achievements were below national average. The volume of learners accessing foundation programmes was confirmed to be increasing, and the differing balance and mix of provision across the 2 campuses acknowledged. Board expressed the need for the position and forward approach to be fully considered in the Strategic Review, with their ambition for the highest levels of achievement, delivery of the right ‘balance and mix’ of provision for learner and employer need, and enhancing the Group’s competitive position and financial sustainability. Board were assured that ongoing scrutiny of achievement is in place through the KPI framework, and standard reports in place at both Board and Quality and Standards Committee level, with the option of an additional report in this area moving forward. **Resolved: That the Board:****a) approve the annual strategic self-assessment reports (SAR) for 2021/2****b) approve the key judgement that overall effectiveness is outstanding****c) receive and note the update on 2021/22 achievement and benchmark position****d) receive and approve the Higher Education (HE) Self Evaluation Report (SER) 2021/2****3.2 People Strategy***Submitted: Report and presentation (circulated in meeting papers)*Claire Jarvis (Assistant Principal – Finance and HR) presented headlines from the People Strategy annual assurance report, using summary slides, and with input from Rachel Baldwin (Director of HR) who was welcomed to the meeting. The report provided Board with a thorough update against the People Strategy covering key areas such as: key themes and challenges within the year from a people perspective; an update against the People Strategy’s key themes and 5 strands of focus and activity, with the supporting action plan provided; key priorities for 2022/23; HR statistics for 2021/22 with a supporting fuller annex with detail included; plus, emerging issues were set out and considered. Headlines in the summary presentation, and discussions within the meeting, covered the following key areas of challenge experienced in the year:* Increasing volume of resignations, with analysis by ‘all’ and types of staff and compared to benchmark for the sector where available – and information shared on the challenge of successfully recruiting to posts
* Industrial relations and the impact of the ‘cost of living crisis’, with a summary of pay claims made in 2021/22 and 2022/23 being shared, and the impact of ‘cost of living’ on staff’s mental health and wellbeing discussed. Board took the opportunity to thank the Assistant Principal and Director of HR for their role in recent pay negotiations and industrial relation matters
* Ofsted inspection – noting the fantastic ‘outstanding’ outcome, the organisational focus and energy needed to achieve and maintain the outstanding grade, and the impact on recruitment and retention
* Mental health – with Board noting the increased staff absence rate this year, and that stress and mental health is the highest reason for absence – the Assistant Principal outlined the increased support available to Managers and staff in this area
* Staff Survey – with the Board welcoming the generally positive picture, and assurance from the Assistant Principal that the People Strategy will consider the 2 areas identified for suggested improvement – helping staff have clarity of goals and performance management, and opportunities to develop a more inclusive environment for staff
* Managing pay costs, with pressures noted such as pay awards and the introduction of new pay scales for Community Teachers and Trainer Assessors – and implications shared of the Supreme Court ruling in the Harpur Trust vs Brazel case, which relates to holiday pay for permanent staff who work part of the year
* DfE’s FE Workforce Data Collection Survey – requiring significant time to collate and share data in the mandatory annual return

In relation to the increase in the volume of resignations, the Assistant Principal gave assurance that the ‘Attract, retain and recruit’ element of the People Strategy has been reviewed and strengthened to try and address the challenge. Local context and market dynamics were noted, including the Board noting that Lancashire County Council (LCC) has this week adopted a ‘Foundation Living Wage’. The Assistant Principal explained that where necessary, the salary of hard to fill vacancies at the College Group is flexed within pay spines to increase applications and the likelihood of an appointment, with Board noting the implications of this. The Board asked for assurance on how institutional memory is maintained when staff leave, and to what degree we understand and know an individual’s reason for leaving and can consider this in people planning and continuous improvement. The Assistant Principal updated on the value of the ongoing ‘process mapping’ project, plus introduction of improved and more systematic exit interviews and follow-up. It was confirmed that analysis of the exit interviews completed showed that the key reasons for staff leaving were to secure an improved salary or career progression. The Board thanked the Assistant Principal and Director of HR for the very thorough report, and assurance within. Emma Schofield (Board member) had shared questions in relation to the item, and it was agreed that any questions not covered in the meeting would be closed off with the Assistant Principal outside. Any questions or areas for assurance relevant to Equality Diversity and Inclusion (EDI) will be considered within the annual assurance report on EDI received by the Board at its February 2023 Corporation meeting. It was also agreed that the Assistant Principal will update the Board on the implications on the College of the Supreme Court ruling in the Harpur Trust vs Brazel case, at the February Corporation meeting, and it was noted that provision is being made in the mid-year financial position. The Board noted and welcomed that the People Strategy is an area of focus in the 2022/23 internal audit programme, given its importance to staff and the College’s ongoing success.**Resolved: That the Board receive and note the annual assurance report on the People Strategy, including key HR statistics** *Morag Davis joined the Board meeting.***3.3 Strategic Review***Submitted: Presentation (circulated in meeting papers)*Lisa O’Loughlin (Designate Principal and CEO) was invited to present the item, and began by sharing the context for the presentation which set out the business case and proposed process for a Strategic Review. The Board noted that there has been previous conversations in Corporation meetings to develop the approach, and the Board welcomed that the Designate Principal had linked with the College’s leadership team to support the work beginning. Peter Ryder (Rockborn Consultants) was in attendance, as Rockborn are advising on and supporting delivery of the Review. The presentation set out the Strategic Review framework, the compelling case for change, purpose, timelines and key phases of the work – with the Board noting that Peter Ryder’s work has begun with the Designate Principal and senior team on the first stage of the work focused on research and financial analysis. The Designate Principal explained how the Review will generate a forward strategy for the College Group’s next 3-5 years, and be built on a thorough consideration of the policy and competitive environment, and opportunities to better align the College Group’s curriculum offer and improve responsiveness to employer and learner need. There will be key touch points and regular updates and opportunities for the Board to shape the work, with a key contribution made through the May 2023 awaydays, and final recommended outcomes expected at the July 2023 Corporation meeting. The Designate Principal thanked David Rothwell and Tracey Baron (Deputy Principals) for their contributions and leadership of the work, and recognised the need to ensure the focus and capacity needed for the Review does not distract from the ongoing business of running an outstanding College.In the discussions, Board explored initial views and observations on the College Group’s competitive position, strategy and positioning to-date. The Board recognised that ambitions for growth set out at merger have not been fully achieved, and the importance of growth moving forward for sustainability and ensuring the continued ability to invest in staff, premises and meeting learner and employer needs. The existing values and unique culture within the College Group was recognised and valued. Board members endorsed the systematic approach to forward strategy development that was set out, and welcomed that there was a clear contribution from staff in the process to add value, bring critical insights and support ownership and understanding of the forward approach. It was noted that the Review will include consideration of the Board’s risk appetite, and involve decisions around strategic options, positioning and educational character, underpinned by a resulting clear plan for investment and resourcing. The Board recognised there may be challenging considerations given for example the significant investment needed to maintain ‘outstanding’ quality, with significant investment and a clear strategy needed to progress the Board’s ambition for high quality growth and an improved competitive position.The Board thanked the Designate Principal, leadership team and Peter Ryder for their inputs and endorsed the approach being proposed, and looked forward to updates and contributing to this critical work moving forward.**Resolved: That the Board receive the report and approve the approach for the Strategic Review**Peter Ryder was thanked for his support and insightful contributions, and left the meeting. |
| **Item 4.** | **Interim Principals Report – including Key Performance Indicators** |
| *Submitted: Report (circulated in meeting papers)*David Rothwell (Interim Principal) introduced the report, highlighting key areas covered within it relating to: the Strategic Review; establishment of a new wholly owned subsidiary company ‘NCC Professional Services Ltd’ as previously approved by the Board; the Autumn fiscal statement, and announcement and implications of the Office for National Statistics (ONS) reclassification of Colleges into the public sector, particularly in relation to the impact on future progress of the College’s decarbonisation bid to SALIX and existing lending. The report also confirmed latest position in the establishment of the Institute of Technology (IoT), in which the College is a key partner, including opportunities and key risks, governance aspects, key contractual requirements and documentation for Board assurance.On Key Performance Indicators (KPIs), the Board noted that outturn values have been confirmed and wherever practicable in year to date actual values have been noted along with agreed targets for the current 2022/23 year (with worst and best outcome ranges included, and risk ratings). The Board noted that mirroring the financial mid-year reforecast review process, the 2022/23 KPI targets will be reviewed at the February Corporation meeting. The Board welcomed the supplementary enrolment summary from Sam Mercer (Assistant Principal – Planning and Performance), covering all provision types and offering trend information. It was confirmed and noted that while 16-18 enrolments are still below ambitions, the position has improved, with the R04 return to ESFA which drives the allocation process recording c2,340 total learners, compared to prior year equivalent of 2,371. The Interim Principal confirmed that on this basis, taking all the other relevant funding criteria and weightings into account, the planning expectation is that (before any indexation funding uplift) the Group’s 2023/24 allocation will reduce by c£250-£300k rather than the £600-700k range indicated in the Interim Principals previous report. Board noted the position, and expressed again the need for the Strategic Review to fully consider competitive position and strategy, and set out forward approach.The Interim Principal summarised the successful conclusion of local negotiations with regard to a 2022/23 pay award, in line with the negotiating position previously considered with the Board. The recommendation formally approved by the Board was that in addition to the 3% consolidated award already paid, a further one-off, non-consolidated payment is to be made as follows:Staff on permanent or fixed term contracts:* £600 one-off payment to staff earning less than £25,000 per annum
* £400 one-off payment to staff earning more than £25,000 and less than £55,000 per annum

It was noted that salary bandings will be based on FTE salary and payments will be pro rata for part-time staff. The award will be received by all staff with permanent and fixed term contracts who are on payroll and receiving payment in January 2023. Casual and Part Time Hourly Paid (PTHP) staff (who don’t also have a permanent or fixed term contract):* One-off, flat-rate payment of £150

The award will be received by all casual and PTHP staff who are on payroll in January 2023 and have received at least one payment during the previous three months (between October 2022 and December 2022). The Board noted that the total additional estimated cost of this pay award is £300k.The Corporation Chair thanked the Interim Principal and leadership team for their professional approach in negotiations which aligned with our culture and values. **Resolved: To receive the Interim Principal’s Report and:****a) note the report, including updated Key Performance Indicators (KPIs) and supplementary information on 16-18 enrolment****b) approve the 2022/23 pay award as set out above** |
| **Item 5.** | **Items to receive/note/approve** |
| **5.1 Finance Report***Submitted: Report (circulated in meeting papers)*David Rothwell (Interim Principal) presented the report, which provided the Board with an update on the financial performance and position of the College against the original budget approved by the Board in July 2022. The Interim Principal drew attention to key financial risks in the short and medium term, including the in-year cash position and the likelihood that bank covenants will be breached, and the implications and management of this.The Board noted that the financial KPIs were as follows:**Resolved: That the Board receive and note the Finance Report, including key short- and medium-term risks****5.2 Governance Report and Annual Governance Self-Assessment***Submitted: Report (circulated in meeting papers)*Debbie Corcoran (Director of Governance) presented the report, which offered an update on use of the College Seal since the last Corporation meeting and a draft Senior Postholder (SPH) Annual Report 2021/22 for Board approval. The Board noted that the SPH Annual Report had been received direct by the Board with the agreement of the Chair of Remuneration Committee and the Corporation Chair.To support the Corporation to complete an annual governance self-assessment, the Director of Governance drew attention to evidence within the Strategic Self Assessment Report (SAR) provided today at item 3.1, that governance and leadership and management is ‘outstanding’. To add to this, for a fuller self-assessment and consideration of governance, the Director of Governance had also:a) reviewed Board behaviour and practice against requirements set out in the DfE’s governance guide for Colleges, and identified any areas for improvementb) considered feedback from Board members in the December 2021 self-assessment against the ETF/Good Governance Institute/Nottingham Trent University Governance Maturity Matrix, where Board members rated areas as either compliant/knowledgeable/skilled – noting that 2 areas were mainly ‘compliant’, with opportunities for further excellent practice or development to be made (Finance and Resources and Stakeholder Engagement)c) reviewed the Board’s reflections at the end of every Board meeting against the College Group values, and any areas for improvement identifiedd) completed a compliance review against the AoC Code of Good GovernanceResulting actions and any areas for improvement were captured in a 2021/2 Governance Action Plan offered for Board approval today. It was recommended that progress be monitored through Keep in Touch (KITs) between the Director of Governance, Corporation Chair and Principal, and an end of year report to the Board. The Board noted that the Governance Action Plan also includes recommendations on learning and development for the Board as a whole, as a result of Board member’s completion of the 2022 Board Skills Audit, in which Board members self-assessed their skills, knowledge and expertise in key areas. A headline summary of the Skills Audit had been made available. The Director of Governance shared the developing framework for external governance reviews adopted by the AoC and ETF in their commercial offer of support, for information. It was noted that the Board had agreed that the College Group will complete its first external governance review in 2023/24. The scope of an external governance review will be approved by the Board, with the plan being that a draft scope is developed by the Director of Governance with the Corporation Chair and Vice Chair, Principal and CEO – for approval at the February 2023 Board of Corporation meeting. The review would be completed by December 2023.The Director of Governance was thanked for the thorough approach to support Board consideration and give assurance moving forward on actions and areas for improvement.**Resolved: To receive the Governance Report and:****Note:****a) Application of the College Seal** **b) The framework for external governance reviews adopted by the AoC and the ETF****c) The review of compliance against the AoC Code of Good Governance, and resulting recommendations for improvements in governance****d) Outcomes and actions arising from the 2022 Skills Audit of the Board****Approve:****e) The 2021/2 Senior Postholder Annual Report****f) The 2021/2 Governance Action Plan** **g) A self-assessment grade of ‘outstanding’ for the annual self-assessment of governance** **5.3 Policies and Plans Requiring Board Approval***Submitted: Report (circulated in meeting papers)*Following due consideration, and clarifications on any points of interest:**Resolved: That the Board receive and approve:** **a) Revised 2022/23 Fees Policy****b) Revised 2022/23 Bursary Funds Policy****c) Whistleblowing Policy****d) Avoiding Redundancy Policy****e) Subcontractor Plan 2022/23** **5.4 Committee Minutes for Assurance***Submitted: Report (circulated in meeting papers)*The Board reviewed unapproved Committee minutes (Capital and Estates Committee 17 Oct 2022; Quality and Standards Committee 17th November 2022; Audit Committee 23 November 2022), with Committee Chairs drawing attention to items of interest, assurance or risk. Following due consideration:**Resolved: That the Board:****Receive and note the unapproved minutes from the Capital and Estates Committee (17 Oct 2022) and Quality and Standards Committee (17 Nov 2022), and:****a) approve revised terms of reference for the Quality and Standards Committee, as recommended****b) receive and note the overview of capital projects shared at the inaugural Capital and Estates Committee meeting****Receive and note the unapproved minutes from the Audit Committee meeting (23 November 2022) and approve the following:** **a) 2021/22 Internal Audit Annual Report****b) 2022/23 Internal Audit Plan****c) 2021/22 Annual Report of the Audit Committee** |
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| **Item 6.** | **Any Other Business** |
| There were no items of any other business. |
| **Item 7.** | **Review and reflections on the meeting against Group values** |
| Emma Schofield (Vice Chair) invited reflections from Board Members and leadership team on today’s meeting, decisions and ways of working against the Group’s values. The Board reflected that today was a milestone meeting given the Designate Principal being in attendance and about to formally begin in role, and the engaging discussion on the critically important Strategic Review and forward approach. The Review is critical to ensure the College Group will stay safe and secure, and remain outstanding while achieving ‘high quality growth’. Members felt it was a useful meeting and conducted in an open way, with all able to contribute. Phil Wilkinson (Corporation Chair) and Tracey Baron (Deputy Principal) then shared their and the Boards thanks with Mike Phelan (Board member and Chair of Quality and Standards Committee) who was retiring today, for the outstanding contribution and lasting impact he has made on the College over the past 8 years. Members expressed that they will miss his expertise, humour and impactful support and challenge. Mike thanked members, and shared his very best wishes for the College Group’s continued success.With this, the Chair thanked members for their attendance and inputs, shared his best wishes for Xmas and New Year, and the formal meeting was closed. |

**Debbie Corcoran**

**Director of Governance**

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

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