

Riverside College

Widnes & Runcorn

MINUTES OF BOARD MEETING HELD ON 13TH DECEMBER 2021 REMOTELY VIA MICROSOFT TEAMS

Present:	Valerie Allen	External Governor
	Michele Bacon	External Governor (Vice-Chair)
	Karen Banks	External Governor (Vice-Chair)
	Jayne Edwards	External Governor
	Andrew Macmanus	External Governor
	Neil McGrath	External Governor (Chair)
	Tom McInerney	External Governor
	Mary Murphy	Principal
	Lynn Pegler	External Governor
	Wesley Rourke	External Governor
	Chris Sikorski	Staff Governor
	Susan Smith	External Governor
	Ryan Turner	Staff Governor
	Molly Whittle	Student Governor
In Attendance:	Ben Barton	Assistant Principal, Cronton Campus
	Thalia Bell	Deputy Principal
	Leeann Bellfield	Assistant Principal, Cronton Campus
	Alan Brown	Assistant Principal
	Julie Holland	Deputy Principal (Finance & Resources)
	Stephanie Smith	Beever & Struthers (Financial Statements Auditor) – minutes 84 to 97
	Lesley Venables	Clerk to the Governors

PART ONE

APOLOGIES FOR ABSENCE

84 There were no apologies for absence.

DECLARATION OF INTERESTS

85 No declarations of interest were received.

86 The Chair reported that the decision to revert to a remote meeting format had been taken due to the increase in the number of positive COVID-19 cases in the locality. It was intended that the next Board meeting (March 2022) would be held face-to-face, subject to a risk assessment nearer the time.

87 It was agreed that in future governors would be asked to submit any questions on the content of the papers by close of play on the Thursday preceding the meeting to provide management with sufficient time to respond.

FINANCIAL STATEMENTS 2020/2021

Audit Committee's Annual Report 2020/2021

88 The Chair of the Audit Committee presented its Annual Report for 2020/2021, explaining that the content was driven by the ESFA's Post-16 Audit Code of Practice. The report covered areas such as membership, attendance, training undertaken by Audit Committee members, the outcomes of all audits during the year, together with an overall opinion on its effectiveness.

89 The Deputy Principal and the Clerk were thanked for their work during the year in supporting the Committee and it was noted that both sets of auditors had also provided high quality contributions.

Management Letter 2020/2021

90 The Financial Statements Auditor reported that the small number of items that had been outstanding at the time of the Audit Committee meeting had now been resolved. Prior to the submission of the Statements to the ESFA, further minor amendments would be made, which would not impact on the final outturn.

91 Unqualified opinions had been issued by the Auditors in respect of the Financial Statements and the Regularity Audits. No recommendations for improvement or follow-up had been made as a result of this work.

Financial Statements 2020/2021

92 The Board received the draft Financial Statements for 2020/2021, which had been discussed in detail by both the Audit and the Finance & Resources Committees. The financial statements and the finance record would be submitted to the ESFA by 31st December 2021.

93 The underlying operating surplus of £3,895k was in line with forecast (£3,895k as reported in the July 2021 management accounts) prior to the inclusion of pension costs (£1,084k). After accounting for these adjustments, the surplus for the year was £2,811k (before an actuarial pension loss of £975k) compared to a surplus of £2,086k in 2019/2020.

94 During 2020/2021 the College had received £2,682k in grant income, increased its turnover by £2,877k (compared to the original budget) and reduced non-pay expenditure by £384k, mainly as a result of the timing of summer-works and the impact of COVID-19. Total borrowings had decreased by £1,141k over the year as a result of having no further loans and repayments of £1,141k. Cash balances remained high (£17,320k) and were within the level required by the bank covenants.

95 The financial health (as rated by the ESFA) continued to be graded as 'Outstanding'.

96 Governors also received the draft Letter of Representation that accompanied the Financial Statements and the Internal Auditor's Annual Report for 2020/2021.

97 **Resolved -** That the Financial Statements for 2020/2021 and the Letter of Representation be approved and signed by the Chair and the Principal, prior to submission to the ESFA.

Stephanie Smith left the meeting at this point.

UPDATE ON STRATEGIC ISSUES

98 The Principal presented an overview of strategic issues and performance against the College's 3 goals – Quality, Efficiency and Growth. Dealing with the pandemic remained a significant challenge, but management was confident that students were receiving a high quality experience. The College was operating 'normally' in line with the guidance issued by the Government and local Public Health officials and had positively embraced the return to face-to-face teaching, learning and events.

99 Since 6th September there had been a total of 420 positive COVID cases in staff and students, compared to 167 at the same point in 2020/2021. Currently there were 27 'live' cases. Staff absence levels were a concern, with 31 individuals currently off work due to COVID-19 or isolation and it was difficult to predict the impact of the new Omicron variant on this figure.

100 At October half-term the local Public Health England office had asked the College to switch from 'Green' to 'Amber' in terms of its COVID-19 response plan, which involved wearing masks in communal areas and on public transport. Following recent Government guidance this had now moved to 'Red'. Cases in Halton Borough were 436/100k (as at 26th November 2021), which remained high in comparison to national and local rates. Further guidance was anticipated from the local Public Health team on any post-Christmas measures.

101 In response to a question regarding vaccination levels amongst staff and students the Principal advised that the College did not collect this personal information, but that national vaccination levels amongst students were approximately 35%.

102 Governors were reminded of recent changes to ministerial responsibilities for education, with a renewed national focus on skills and retraining. The Autumn Budget confirmed a number of policy developments (the details of which had not yet been published), including the maintenance in real terms of 16-19 funding rates (currently £4,188 per student), higher levels of apprenticeship funding, a further £2.8bn Skills Capital investment funding, £324m education recovery monies for further education, a £560bn Multiply Scheme to improve adult numeracy and £554m from the national Skills fund to boost bootcamps and the Level 3 adult offer, particularly in areas of high demand such as engineering and digital.

103 The second reading of the Skills Bill took place on 15th November 2021. The Education Secretary had announced some changes to the requirements for English and maths for T-Levels to align them to other Level 3 qualifications including A Levels (previously students had to achieve Grade 4s in English and maths to pass the T-Level). The reform of Level 3 qualifications had now been deferred for a year.

104 The Bill had been amended to require Employer Representative Bodies (Chambers of Commerce) to co-develop Local Skills Investment Plans (LSIPs) with key stakeholders, which meant that Mayoral Combined Authorities would play a more significant part, however, it was felt that the role of FE colleges in this process needed to be explicitly stated. The next stage was for the Bill to proceed to the Public Bill Committee in late November and this should be concluded by 7th December.

105 The Association of Colleges' had recently published a 'Green College Commitment' which set out the role of colleges in achieving net zero and biodiversity ambitions to attain net zero carbon emissions by 2050. The report advised that college curriculums should include compulsory modules on climate change and environmental issues, loan funding entitlements for priority green sectors, National Skills Fund investment to meet demand in growth sectors

and in the FE workforce and capital investment in college estates over the next three years.

106 The College was one of 150 that had signed a commitment letter to the Government. The Department for Education had launched a draft strategy for the education and children's services sectors, 'Sustainability and Climate Change'. The final strategy would be published in April 2022 and the AoC was working with the Government to ensure that the work of colleges was fully reflected and recognised.

107 Governors asked whether the College had assessed the potential costs and carbon footprint per student of a net zero carbon strategy. The Deputy Principal advised that this work had not yet commenced, but would form part of any future strategy submitted for approval by the Board. It was difficult to assess carbon use due to the unpredictable external environment (such as any future lockdowns impacting on energy use) and the calculation would be dependent on future growth in student numbers.

108 In response to comments about a Green Transport Policy, the Deputy Principal reported that this had not been formalised but the College already participated in various initiatives such as the cycle to work scheme, car sharing (where possible) and electric vehicle charging points at each site.

109 A governor asked whether any benchmarks existed for achieving net zero by 2050. As yet, there were no published averages, however, it was possible to obtain data from the websites of individual colleges (subject to these being comparable institutions). Management was confident that it was ahead of the sector in terms of its green strategy and continued to progress each of the 4 elements.

110 Ofsted had recently announced that all colleges, including those currently graded as 'outstanding', would receive a full inspection by 2025. The purpose was to provide the Government with a quicker assessment of recovery from the pandemic.

111 Unemployment levels in the Liverpool City Region had increased since June 2021 and there were significant challenges in encouraging people to take up the many job vacancies available in the area, for a variety of reasons (including COVID infection rates, mental health issues, lack of employment routines and a relaxation of the conditionality regime for Universal Credit). Vacancies were highest in logistics and warehousing, IT, hospitality and catering, healthcare and nursing. The AoLCRC (formerly the MCA) was working closely with the LCR to support the retraining and reskilling of adults.

112 The LCR was required by the DfE to produce an annual Local Skills Report, which would inform the LSIPs. For 2022/2023 the key themes were the significant increase in job vacancies and the difficulties for employers in attracting and retaining suitable candidates, a reduction in unemployment but a notable decrease in economic activity amongst women, ethnic minorities, disabled, younger and older people, large-scale opportunities for development including Hynet, Glass Futures and the Liverpool Freeport, the changing nature of work and the need to prepare people for this and increased levels of anxiety and poor mental health. The draft report was expected shortly and would include the contributions of FE colleges in the region.

113 A number of visits to the College had taken place recently, such as the LCR's Policy Lead on Employment and Skills, Halton Borough Council's Interim Operational Director for Education, Inclusion, and Provision and the Executive Board Member for Employment, Learning and Skills, Leisure, Community and Culture, all of whom had been highly complimentary.

114 Discussions continued on the Towns Deal for Runcorn Town Centre, which involved a Health and Education Hub. The operation of the project had not yet been finalised and the College had been clear that there could be no formal commitment until final proposals were submitted. However, it was felt that there could be some opportunities to engage adults in health and social care professions.

115 There had been an increase in immature and anti-social behaviour amongst students (which was a national issue and applied to all age groups), which had culminated in disciplinary incidents. This was due to some learners finding it difficult to return to a routine of being in College, not being used to socialising face-to-face and minor incidents escalating through social media and was being addressed through the pastoral support systems.

116 Following a recent terror incident in Liverpool, the College had updated its critical incident procedures and a staff training video was currently being developed to remind staff of the security lockdown procedures. Media Make-up students were working with Cheshire Police to support females aged 13-17 years old in understanding the importance of keeping themselves safe online, covering exploitation, bullying and sexual harassment/violence.

117 Staff and students had participated in a successful campaign to provide Christmas food hampers to disadvantaged people in the Borough.

118 The overall achievement rate for 2020/2021 was 89.2% (compared to 89.4% in 2019/2020) and for apprenticeships the figure was 71.7% (compared to 77.6% in 2019/2020). These outcomes meant that the College had continued its excellent levels of performance when compared to peer organisations.

119 The College's Self-Assessment Report for 2020/2021 was featured under a later agenda item and had assessed its overall effectiveness as OUTSTANDING. The strengths identified in the document aligned to the findings of the February 2020 Ofsted inspection and highlighted three areas for improvement, progress against which would be monitored by the Quality & Standards Committee.

120 Positive destinations for 2020/2021 were 95%. A total of 86% of students had gained places in higher education institutions, of which 138 were at prestigious universities. In the current year 929 students had applied to universities through UCAS for 2022/2023, including 32 applications to Oxford or Cambridge.

121 The College would be launching its 'Great Teaching Strategy for 2021/2022' based on 'Rosenshine's 4 Principles of Instruction'. Each curriculum area would select one of four strands as the focus for development for the year.

122 The Principal reported that the College's financial health rating had been formally confirmed by the ESFA as Outstanding for 2020/2021 and 2021/2022. Governors received information on performance against a number of financial indicators, all of which were positive.

123 Staff had positively received the pay award approved by the Board at the October 2021 meeting and a further 1% non-consolidated payment would be made in December salaries.

124 Recent open evenings had been held face-to-face and it was noted that there had been a substantial increase in visitors at both Kingsway and Cronton compared to 2019. Applications for Kingsway located courses had risen, whereas there had been a slight reduction for Cronton. A governor asked about the maximum capacity that was feasible for the Cronton Campus, to which the Principal responded that there was still sufficient room for further growth in student numbers.

125 A total of 171 apprentices had been recruited to date, with a further 26 matched to vacancies and against a target for the year of 300 starts. The College was on target to achieve its LCR Adult Budget. The situation was being closely monitored and a request for further growth funding may be submitted to the LCR shortly.

126 The higher education offer was currently being reviewed, after a fall in enrolments for 2021/2022. In response to a question about whether there were any particular areas of concern, the Principal reported that the reduction was across a range of programmes.

127 Governors received information on recent student successes, such as the 5 learners who had won medals at the World Skills competition and the apprenticeship awards ceremony.

AUDIT COMMITTEE – 29TH NOVEMBER 2021

128 The Chair of the Audit Committee presented a summary of the meeting held on 29th November 2021, which included items relating to the Financial Statements that had been addressed earlier.

129 The Internal Auditor's Annual Report for 2020/2021 had graded the College's systems as providing 'reasonable' assurance, which was the highest possible rating, due to the audit work only covering elements of the control framework in each year. A total of 1 advisory recommendation had been made during the year by the internal Auditors (ICCA). The College had been complimented on the robustness of its systems and internal controls, compared to peer organisations in the further education sector. The Internal Audit Plan had been delivered in full and in line with the estimated number of audit days.

130 The Committee had received an Internal Audit Report on Financial Controls, which had graded the College's systems as providing a 'substantial' level of assurance with no recommendations for improvement.

131 An update on Risk Management had been discussed, which focussed on the ongoing management of risks associated with the COVID-19 pandemic. It was noted that the overall risk level had been redesignated from green to amber to reflect the latest estimate of the impact of the pandemic on College finances; the COVID-19 Catch Up Fund was being used to mitigate the risk to individual learners who have been disadvantaged by the lockdown; and the risk register had been updated to review the scores of some of the risks.

132 The Committee had felt it was important for all governors appreciate the Strategic Risks faced by the College and had an awareness of the College's Risk Management processes. It was hoped to address this during the next Board Strategy Day and the Clerk and Deputy Principal had been asked to prepare some proposals as to how this could be achieved.

QUALITY & STANDARDS COMMITTEE – 30TH NOVEMBER 2021

133 The Chair of the Quality & Standards Committee presented a summary of the meeting held on 30th November 2021.

134 Governors had received a presentation on the College's latest Teacher Development Strategy, which comprised Rosenshine's Principles, video observations of lessons and further work on the Great Teaching Initiative. It had been agreed that departmental successes would be reported to future Committee meetings to enable governors to evidence the impact of these strategies.

135 For 2021/2022 growth in 16-18 student numbers was mainly at Level 3 and at the Cronton Campus. This was felt to be attributable to students receiving Teacher Assessed Grades for 2020/2021, rather than sitting examinations. Full-time adult and higher education enrolments had decreased in comparison to the previous year, but part-time recruitment had increased significantly, with many individuals wishing to re-train for alternative employment opportunities.

136 Applications for 2022/2023 were 137 higher than the current year, with particular improvements in practical subjects. A focused marketing strategy would be introduced in the New Year to boost numbers at the Kingsway Campus.

137 Attendance was a concern, particularly for lower level programmes, as a result of previous lockdowns and was being robustly monitored by management. Sourcing work placements continued to be difficult and would be even more important with the introduction of T Levels, which required a significant number of days in the workplace.

138 The Committee had questioned the fall in HE student satisfaction levels for 2020/2021 (78%) and was advised that this was partly a consequence of the pandemic, which had not enabled students to collaborate on projects, and also due to a lack of awareness of how to access the learning resources available to them.

139 Discussion had taken place on the potential for universities to introduce an entry threshold for degree courses and its likely impact on the College's HE students. Management had responded that the College's unique programmes provided students with a more supportive environment than a traditional university with high levels of progression.

140 Apprenticeship achievement rates (overall and timely) had decreased slightly for 2020/2021 due to the impact of COVID-19 which had caused delays in completing end-point assessments. However, the College still anticipated that the overall outcome would exceed the national average. A total of 98.4% of apprentices had progressed to a positive destination, compared to 97.6% in 2019/2020. Recruitment for 2021/2022 was strong with 512 current enrolled and with further cohorts due to come on-stream shortly.

141 The Committee had scrutinised the SAR for 2020/2021 and recommended its approval by the Board. The overall grading was 'Outstanding' and the areas for improvement were similar to those identified for the previous academic year.

142 A comprehensive report on Equality and Diversity for 2020/2021 was received for information. This highlighted the continuing gap between Widening Participation/Disadvantaged Learners and their non-WP peers that had worsened slightly during the pandemic, especially for 19+ learners. However, the gap in achievement levels between male students from WP postcodes and non-WP had decreased from 9% to 5%.

143 The previous decrease in achievement and retention of BAME learners had now been resolved, but disadvantaged learners from both BAME and White British groups had lower achievement levels than their peers.

144 The gap for learners with Additional Learning Support needs had widened significantly. Learners classified as vulnerable (such as Young Carers) had been particularly affected by the COVID-19 pandemic. Students in receipt of bursary support had narrowed the achievement gap compared to their peers, with the exception of BAME learners where there had been a significant increase (1.8% to 6.6%). Additional measures had been introduced for these students such as improved access to IT equipment.

145 Governors had received information on the curriculum areas that were undergoing the College's close monitoring process. It was agreed that the Head of Health & Social Care would be invited present to the next Committee meeting an outline of the strategies that had been implemented to date and future plans.

146 There had been a total of 7 complaints in 2020/2021, compared to 19 in 2019/2020. A further 22 concerns were received, against 19 in 2019/2020. No areas of significant concern had been identified.

147 Policies on Teaching, Learning & Assessment, Learner Involvement, Safeguarding Children and Safeguarding Vulnerable Adults were recommended for approval by the Board.

148 The Committee had considered its own performance for 2020/2021, with three areas for further improvement identified for 2021/2022.

149 The Designated Safeguarding Governor (Tom McInerney) provided a summary of safeguarding issues that had been discussed by the Quality & Standards Committee. A total of 423 health and well-being referrals had been made to date, 243 of which met the threshold for safeguarding classification. Post lockdown, high numbers of students were experiencing levels of anxiety, while for some other learners this had translated into poor behaviour. More issues relating to suicide ideation and domestic abuse had been identified as a result of students being back on College premises.

150 There had been one serious Prevent incident, in which the College and other external agencies had been pro-active and had resulted in criminal charges being brought against the individual. The College had alerted external agencies to concerns raised by staff in 2019, which were monitored and eventually escalated to Prevent, Pursue, resulting in charges of terrorism. Currently this case has been in the media spotlight but has not been connected to the College. The trial will commence in April 2022.

151 There had been a decrease in the number of learners classified as 'vulnerable' enrolling at the College in 2021/2022 and the Committee had been assured that all necessary transition information had been received from the relevant schools. This would continue to be reviewed during the year, with additional support implemented where necessary.

152 The Committee had commented on the fact that all members of the Safeguarding Team were female and whether this impacted on the profile of referrals from students. The Deputy Principal advised that a male member of staff had recently been appointed, but that other College staff were trained in safeguarding and well-being to support the core team and enable students to have multiple access points.

153 A further on-line session on Safeguarding had been arranged and all governors were asked to confirm their completion of this module to the Clerk. A briefing note on governor responsibilities on safeguarding would also be circulated.

154 **Resolved -** That the following items be approved:

- 1 Self-Assessment Report for 2020/2021 and Quality Improvement Plan for 2021/2022
- 2 Policies on Teaching, Learning & Assessment, Learner Involvement, Safeguarding Children and Safeguarding Vulnerable Adults

FINANCE & RESOURCES COMMITTEE – 1ST DECEMBER 2021

155 The Chair of the Finance & Resources Committee presented a summary of the meeting held on 1st December 2021.

156 As part of the Annual Human Resources Report for 2020/2021 governors were advised that overall sickness absence levels had improved and were 2.91%, mainly due to increased flexibility in working patterns as a result of the pandemic.

157 Staff utilisation remained high (99% including absence cover arrangements) and turnover had decreased to 8.4% from 12.2% in 2019/2020. The Committee had asked whether the recent improvement in the economy had impacted on staff retention and recruitment and was assured that the College was in a strong position, given its Ofsted rating, financial stability, ability to make pay awards in each year and attractive terms and conditions.

158 Information was also provided on the staff equality and diversity profile, with the majority (94.6%) classified as 'White British' and 17.1% with a declared disability.

159 Further analysis of the gender pay gap had been undertaken, including comparisons to other local public sector organisations. Discussion took place on the gap between work-based earnings and resident earnings in the Borough, on which management advised that the majority of staff in the lower and middle quartiles tended to live locally and were mainly female and that this was replicated across other public sector bodies.

160 There had been a total of 74 accidents, compared to 73 in 2019/2020, with 38 near misses and no RIDDOR reportable incidents.

161 There had been a significant increase in the number of positive COVID-19 cases during the first term of 2021/2022, as reported earlier. The College was on a heightened security alert due to the recent terrorism incident in Liverpool. Procedures had been updated to include the latest Government guidance and measures such as checking of ID badges had been tightened.

162 A revised Health & Safety Policy for 2021/2022 had been recommended for approval.

163 The Committee had received the Environmental & Sustainability Annual Report for 2020/2021. A significant amount of work had been undertaken to improve energy efficiency across the College's existing infrastructure and in any new buildings. Under the 2018 Streamlined Energy Carbon Reporting Regulations (which will apply to all colleges from 2022/2023), the College had generated 0.10 metric tonnes CO₂e per student for 2020/2021 compared to 0.14 in 2019/2020.

164 The College had adopted the Association of College's Climate Change Roadmap, which required it to aim to achieve a 50% reduction in its carbon footprint by 2025 and to be carbon neutral by 2030. Currently, it had graded itself as 'emerging' on the AoC scale. Governors had questioned whether this was achievable in practice and the likely higher cost of compliance.

165 The Management Accounts to September 2021 indicated an operating surplus of £1.9m against the forecast of £1.878m. Cash balances had remained positive and the actual position at the end of September was £19.267m compared to £18.858m in the forecast. The College's Financial Health rating continued to be graded as 'Outstanding' by the ESFA.

166 Governors had also reviewed the latest guidance from the ESFA on the content of the management accounts. The Deputy Principal would be comparing this against current practice to determine whether any improvements could be made. It was agreed that information on capital commitments would be a useful addition to enable governors to scrutinise performance.

167 The Committee had received a detailed report on property issues, which included progress on finalising underfloor issues in the theatre at the Cronton Campus to allow the completion of the remaining building works, receipt of an overage payment of £94K in respect of the sale of the Runcorn Campus and monitoring information on the 5 projects undertaken as part of the Liverpool City Region's Strategic Investment Fund and the ESFA's Further Education Capital Fund.

168 The application to the FE Capital Transformation Fund for 2 separate bids (Green Energy Hub and overcladding of the Kingsway main building) had now reached stage 2 of the process. The projects now required a higher level of contribution from the College (as approved at the last Board meeting), with overall expenditure of £10.4m. It was anticipated that ESFA would notify all colleges of the outcome in February 2022. In the interim, the College was aiming to submit both bids for planning approval by Halton Borough Council in December 2021. The bid to the ESFA's Post 16 Capacity Fund had not been successful.

169 The Committee had received a report on partnership provision, which included information on new subcontracting guidance from the ESFA (that required quarterly reporting on performance to the Board), final performance levels for 2020/2021 and an update on the current year. The final reconciliation payments for all partners for 2020/2021 had been recommended for approval.

170 The Deputy Principal reported that, following the Financial Conduct Authority's decision to remove the LIBOR rate from interest calculations, the College's loan provider (Barclays) had issued two Facility Letters, which had been recommended by the Committee for approval by the Board.

171 Policies on Trips & Visits and HE Compensation had also been recommended for approval, together with an amendment to the Financial Regulations in respect of gifts and hospitality was recommended for approval.

172 The Committee had considered its own performance against its terms of reference for 2020/2021. Two areas for improvement were identified and would be addressed in the current year.

173 **Resolved -** That the following items be approved by the Board:

- 1 Health & Safety Policy for 2021/2022
- 2 Policies on Trips & Visits and HE Compensation
- 3 The formal resolution on the Letters of Variation in respect of the College's loans with Barclays Bank and that the Chair be given delegated authority to sign this as a correct record of proceedings.
- 4 Final allocations for partnership provision for 2020/2021 and updated proposals for 2021/2022
- 5 Amendment of the Financial Regulations on Gifts & Hospitality

MINUTES

174 **Resolved -** That the minutes (Parts 1 and 2) of the meeting held on 18th October 2021 be approved as a correct record and signed by the Chair

MATTERS ARISING

175 Governors received a progress report on the actions identified at the previous meeting. It was noted that all of these issues were either in progress, had been completed or were featured on the agenda.

RETIREMENT OF GOVERNOR

176 As this was her last meeting as an external governor, the Chair expressed the Board's gratitude to Valerie Allen for her contribution over the past 10 years.

ANY OTHER BUSINESS

177 The Chair reported that a strategic event was being planned for next term and this was likely to take place in February, with further details to be circulated when available.

178 Governors and the Senior Management Team were thanked for their efforts during the first term of the academic year, in challenging circumstances.

DATES OF FUTURE MEETINGS

- 7th March 2022 - Audit
- 8th March 2022 - Quality & Standards
- 9th March 2022 - Finance & Resources
- 21st March 2022 - Board



Signed:

Chair of Board of Governors

Date: 8.7.2022
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